

The City of Marietta Delk TOD LCI Study Final Report

Prepared by:
Basile Baumann Prost & Associates, Inc.
Tunnell-Spangler Walsh & Associates
Wilbur Smith Associates
Strategic Planning Initiatives LLC

TABLE OF CONTENTS

Introduction	2
LCI	3
Purpose of the Study	4
Public Participation	5
Financial & Market Feasibility	18
Community Design & Land Use	31
Transportation & Infrastructure	41
Zoning & Land Use Policies	62
Final Recommendations, Economic Analysis & Summary	80
Appendix A: Design Guidelines	
Appendix B: TOD Overlay	
Appendix C: Recommendation Matrix	

INTRODUCTION

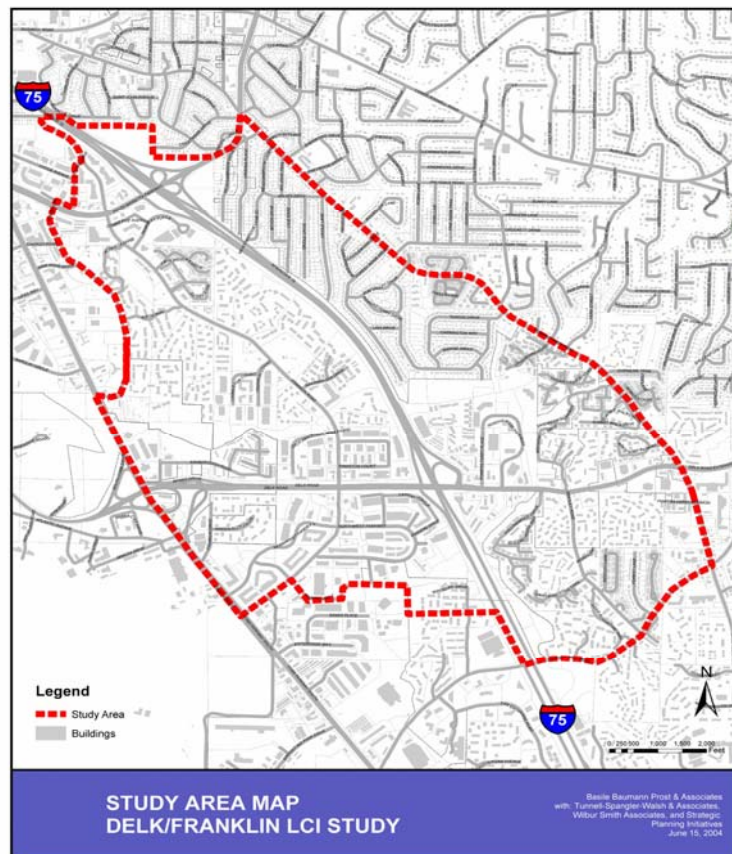
This Report will detail the purpose of the study, the methodology used to complete the analysis, the recommendations created by the BBP Team as a result of input from the community and the results of the analysis. This Report is organized as follows:

- A description of the Livable Centers Initiative (LCI) Program and how it relates to this study
- The purpose of the study & the methodology used
- The public participation process – This section will detail how the public participation process was conducted and the vision and goals that were created by the community.
- Market & Financial Feasibility – This section will test the recommendations created as a result of the public participation process and the research and analysis conducted.
- Community Design & Land Use – This section will design the land use patterns to match the community recommendations and the projects that were determined to be feasibility; further this section will provide a detailed concept plan for the project area immediately surrounding the proposed Bus Rapid Transit (BRT) station.
- Transportation & Infrastructure – This section will provide recommendations to aid in traffic demand reduction for both current traffic issues and future issues that will arise as a result of the BRT station once implemented.
- Zoning & Land Use Policies – This section will analyze current City and County policies and provide recommendations for necessary changes to ensure the new land use patterns proposed in the Community Design & Land Use section successful.
- Final Recommendations, Economic Analysis & Summary

LCI

The LCI program is intended to promote greater livability, mobility and development alternatives in existing employment and town centers. The rationale is that directing development towards areas with existing infrastructure will benefit the region and minimize sprawling land use patterns. Minimizing sprawl, in turn, will potentially reduce the amount of vehicle miles traveled and the air pollution associated with those miles. Lastly, the LCI program is using the successful 1996 Olympics model to promote the concept that investment in public infrastructure will spur private investment. Thus, the LCI program is a vehicle whereby the ARC can attempt to direct mixed-use and mixed income development towards existing infrastructure by providing study and implementation dollars.

In this context the City of Marietta and Cobb County in a joint effort saw a great opportunity to study the area surrounding a proposed Bus Rapid Transit Station in the area surrounding the Delk Road and Franklin Road corridors. The study area has existing properties that are in need of revitalization, yet has significant strengths such as a location with good access to highways. A map of the study area has been provided below.



PURPOSE OF THE STUDY

The City of Marietta and Cobb County engaged the Basile Baumann Prost & Associates (BBPA) Team to determine if the Bus Rapid Transit (BRT) station planned for the Delk Road area can stimulate the revitalization of the area surrounding the station. The City established 5 goals for this study:

1. Encourage future development within the study area that maximizes use of public transportation and accomplishes broader redevelopment goals through the use of a transit oriented development (TOD) concept.
2. Evaluate the recommended Bus Rapid Transit station conceptual design and location of the high occupancy transit lane configuration to determine how it may impact redevelopment opportunities within the corridor.
3. Identify and capture future redevelopment opportunities that may be created by the location of the proposed BRT station within the study area.
4. Identify other specific public sector actions and land use policies within the study area that will encourage use of public transportation.
5. Formulate a realistic implementation strategy for accomplishing the City's goals (including real estate acquisition strategies, transportation and other public investment priorities, land use regulatory change and related strategies).

Methodology

The following methods were used to construct the recommendations detailed in this report:

- Data Gathering
- Existing information collected by the City prior to the Study Stakeholder interviews and community workshops
- Surveying the Study Area
- Research of existing conditions
- Market research and analysis of industry data
- Analysis of area, City, State and National information and trends

PUBLIC PARTICIPATION PROCESS

The public participation process consisted of a seven month period of involvement through stakeholder meetings, public forums, a project website, and one-on-one interviews with stakeholders running from May through November of 2004.

Stakeholder Committee

At the beginning of the planning process a Stakeholder Committee was identified to guide the process and serve as liaisons to the greater Delk and Franklin Roads community. In order to best represent constituencies in the Study Area, the Stakeholder Committee was crafted to include residents, businesses and property owners. A special effort was made to include residents from single-family homes, townhomes, and condominiums, as well as representatives of existing apartment communities. The final Stakeholder Committee included:

- Commercial property owners
- City officials
- Small business owners
- Homeowners
- Local advocacy groups

The Stakeholder Committee met three times during the planning process, including July 22, August 19, and November 4. These meetings were utilized to gain input into strengths, weakness, opportunities and threats within the Study Area, promote community outreach efforts, and review and refine the vision and concepts developed during the workshop.

Interviews

One-on-one interviews were utilized to better understand existing conditions and obtain a general direction for the area's future. Interviews were conducted in-person and over-the-phone with a variety of constituencies, including:

- Residents and homeowners
- Neighborhood representatives
- Small business owners
- City of Marietta and Cobb County Officials
- Commercial property owners

The consultant team used these interviews to gain local perspective and ensure that the study adequately addressed the issues important to the residents, businesses and property owners of the greater Delk Road area.

Public Meetings

The primary tool for achieving public participation was the public forum. Three public forums were held between July and November. Meetings were advertised to the public through the following methods:

- BBPA personally contacted each stakeholder to invite them to the stakeholders meetings, which preceded each public meeting, and to encourage them to invite other community members to the public meetings
- Advertisements on the project website (described below), as well as the City and County websites
- Notices placed in newspapers
- Signs placed on the roadways
- Signs placed in apartment complexes

The first forum, held on July 22, 2004 at the Franklin Road Best Western, focused on introducing the public to the Study and provided a review of study goals and preliminary indications. The first forum was attended by 38 area residents, property owners, business owners and other concerned citizens.

The second forum, held on August 19, 2004 at Southern Polytechnic State University, focused on developing a general vision and character for the Study Area. It included a review of existing conditions, review of the on-line Image Preference Survey results, and a brainstorming session to identify the area's future character, with a focus on:

- The proposed Bus Rapid Transit station location
- Neighborhood centers
- Land use
- Parks and open space
- Civic facilities
- Pedestrian improvements
- Vehicular transportation improvements

This critical meeting was well attended, with 47 area stakeholders and community members attending. Specific comments and the strategy used to address those comments can also be found in the Zoning & Land Use Policies section.

Following the Workshop, the consultant team synthesized results into the Draft Concept Plan. The Draft Concept Plan was presented to the community at a November 9, 2004, public forum. At this meeting stakeholders provided feedback to the consultant team and revisions were made accordingly.

Project Website

A key public involvement tool was the project website. The website was used to post Workshop results, distribute documents, administer the Image Preference Survey and solicit community feedback. A page from the website, which could be accessed at www.tunspan.com/delkfranklin/, can be seen below:

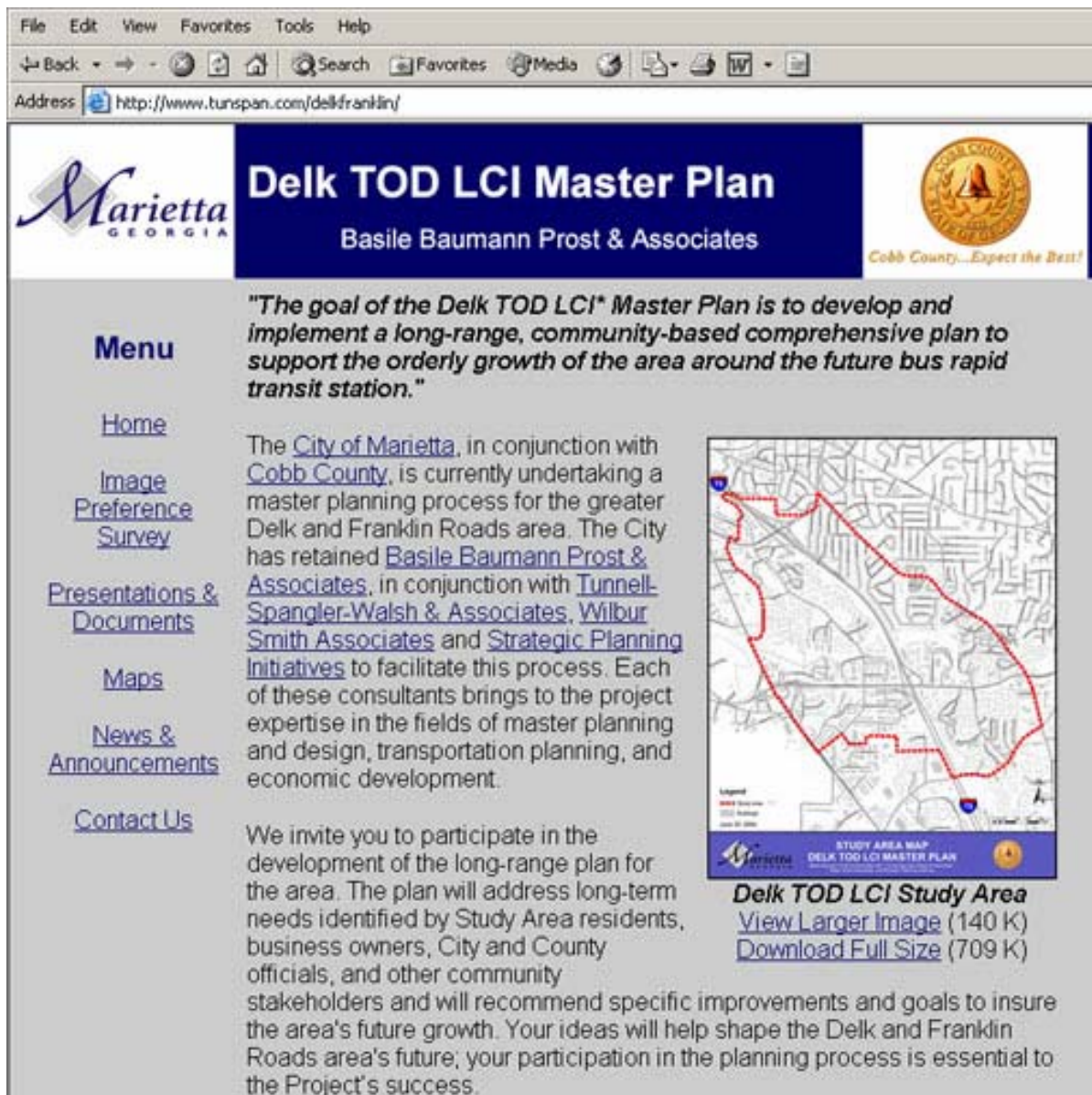


Image Preference Survey

A key visioning tool of the Delk TOD LCI Master Plan was the use of an Image Preference Survey (IPS). Using an on-line format accessed via the project website, the public was given the opportunity to score a variety of images for their level of desirability for the future of the area. Categories were divided by general intensity or transects, and ranged from T1: Sensitive Lands to T6: Core; it also included a review of Special Districts. Possible scores ranged from -5 (extremely undesirable) to +5 (extremely desirable). A score of 0 indicated no preference. At the end of each section, respondents were given the opportunity to provide additional comment on the images.

The IPS was available to take from July 2, 2004, to September 1, 2004. During this session 40 people took the survey. Following the survey, comments were reviewed and the most and least desirable images were identified by taking the average (mean) score for each image. At the second community forum, people were asked why they scored the images the way that they did. The following is a summary of the results.

T1: Sensitive Lands

Images of sensitive lands focused on understanding the community's vision for existing creeks and floodplains within the Study Area. To this end, the highest-scoring image (shown below), at +2.24, was of a multi-use greenway trail, suggesting a strong desire to utilize said areas for improved recreation and greenspace opportunities. Conversely, a photo showing an existing creek scored almost neutral, at 0.49, which supported the notion of enhancement to current conditions.



T2: Natural Green

The Study Area currently lacks significant parks and open spaces, but survey participants would like that to change by increasing quality green spaces. This transect focused on said facilities. To this end, all images of open spaces were deemed inappropriate. The most desirable images included a soccer field, at +1.85, a playground, at +3.63, a sidewalk pocket park, at +3.87, and a

town plaza surrounded by two story mixed-use buildings, at +3.89 (shown below). Interestingly enough, this image also scored the highest of any image surveyed, which suggests a strong desire to establish a walkable focal point within the Study Area.



T3: More Natural Suburban

This transect focused on images of traditional, tree-lined suburban neighborhoods, like many of those within the Study Area along Powers Ferry Road. Within this transect, respondents identified two images as very undesirable. The lowest-scoring image, at -2.92 , was a dead-end street near I-75, which was disliked due to its unkempt nature and the fact that it was used as a dumping ground by some. Interestingly enough, the second lowest-scoring image, at -1.36 , was a conventional tract subdivision in Woodstock, Georgia. Residents disliked this image's generic look and the fact that all of the homes in it faced the street with garages. Its "Anywhere, USA" aesthetic was clearly not compatible with their vision to create a unique environment within the Study Area.

Conversely, the highest-scoring T3: More Natural Suburban image, at $+2.81$ (shown below), showed a gracious, tree-lined street near Chicago. This street included lush landscaping, kempt streets, and a generally inviting environment. Architecture differences notwithstanding, its lush quality was also similar to portions of the existing neighborhoods along Powers Ferry Road, which many identified as the area's greatest assets.



T4: Classic Suburban/Neighborhood & Neighborhood Commercial

Currently, the Study Area lacks the attributes of great classic suburban neighborhoods, such as Virginia-Highland in Atlanta, which include walkable streets and small neighborhood commercial centers. However, survey results suggest a desire to increase the offerings of these types of environments.

Images in this transect were divided into residential and commercial categories. Of the residential images, the only one that scored negative was an existing townhome development within the Study Area, at -0.27 . In the scope of things, this score is statistically neutral. However, an existing development, Garden Side, scored high, at $+2.67$. Another high-scoring image was Longleaf in Atlanta. Both images include small-lot single-family homes on tree-lined streets that, along with public comment, suggest a desire to enhance the options for home ownership via smaller lot single-family homes. They also suggest that residents are willing to support higher-density single-family development if adequate open space is provided.

Within the neighborhood commercial images, participants viewed a standard suburban-style Eckerd store as undesirable, and gave it a mean score of -0.65 . They also scored the existing portion of Franklin Road (near Delk Road) as undesirable. However, when trees, sidewalks and two story mixed-use buildings were provided on said street, the score rose incremental from -1.77 to $+3.03$ (shown below), suggesting that even small improvements to existing commercial nodes, such as sidewalks, can have a significant positive impact.



T5: Core Neighborhood

The core neighborhood transect presented options for medium-to-high density townhome and multifamily living. Prior to the survey, area stakeholders had expressed a desire to stabilize and/or revitalize existing multifamily areas. These images were intended to gauge those attributes that could support such positive change.

To this end, the lowest-scoring image of this category was the existing pedestrian environment along the mid-section of Franklin Road, halfway between the South Loop and Delk Road. This photo, which showed missing sidewalks, scored a -3.47 . However, when sidewalks were added, the score increased to $+2.89$, suggesting once again that small pedestrian improvements can have a significant positive impact on quality-of-life.

The highest-scoring image, at $+2.72$ (shown below), was a row of brick townhomes along a tree-lined street in Alexandria, Virginia. These four story homes were viewed as desirable because of their strong relationship to the street, elegant architecture, and respectable landscaping. Interestingly enough, a similar townhome development in Washington, DC, scored neutral, at -0.06 . This most noticeable difference between two is that the former has mature landscaping and façade articulation, while the latter is a new building in a more monolithic style. This variation suggests a desire to ensure that new townhomes in the Study Area include a variety of architectural treatments to avoid monotony.



T6: Core

Interviews conducted prior to the survey suggested a strong desire to revitalize the Study Area with new commercial or mixed-use buildings. Upon being shown a series of different “town center” type environments, respondents rejected intensely urban cores, in favor of a small town environment. At -1.24 , the lowest-scoring image was an urban scene in Fort Worth, Texas, followed by a modern, high-rise street in Vancouver (-0.74). The highest-scoring image, at $+2.92$, was a four story mixed-use building in San Jose, California, followed by a series of tree-lined, “Main Street” style sidewalk photos in Alexandria, Virginia, ($+2.82$) and downtown Marietta ($+2.76$), which is shown below. In All three images, participants found their pedestrian-orientation and scale to be desirable attributes for the future heart of the Study Area.



Special Districts

The final category of the survey included special districts. These areas include areas that are not usually part of a neighborhood or its center, but are essential to a modern community, including areas for high-way oriented uses and the like. To this end, participants found photos of the existing Delk Road streetscape to be undesirable, at -3.18 . They also found the existing Waffle House at Powers Ferry Road and Delk Road to be undesirable, at -2.86 .

Scoring better was an photo-manipulation showing new sidewalks on Franklin Road (0.94) and an image of an open-air mall ($+1.65$), which is shown below. These scores suggest that even the special districts in the Study Area should be more pedestrian-friendly than they are today, and that sidewalk and landscaping amenities are desired throughout.



General Findings

The images selected as most desirable for the Delk TOD study area represent places from around the world. Regardless of origin, all share several things in common. Most notable is that they all represent a small-town environment; workshop participants rejected images of both center cities and conventional suburban areas equally. Furthermore, all images share a common respect for the pedestrian and include ample landscaping and human-scaled traditional architecture.

These findings suggest that the residents, businesses and property owners of Union City are yearning for a place that they can identify with as positive center for the Study Area. While clearly this place should not compete with the historic Marietta Square, it should serve a much-needed civic function in the I-75/future BRT corridor.

Vision

The vision for the Delk TOD LCI Master Plan Study Area is of a series of walkable, mixed-use Town and Neighborhood Centers. Each center should be separated by areas of employment, highway services, housing, or open space, and connected to one another by a series of sidewalks, greenway trails, local bus transit, and bicycle facilities. At the heart of these is the Franklin Town Center – a medium-to-high density transit-oriented neighborhood focused around the future bus rapid transit station. With its many trees, wide sidewalks, mix of quality housing and retail options, and safe and low-speed streets, the Franklin Town Center should encourage walking and transit use, while ensuring that automobile traffic moves in a safe and efficient manner.

All centers should include a variety of uses that encourage walking, with mixed use and higher-intensity buildings focused in the Franklin and Franklin Road/South Loop Town Centers. Land uses should transition to less intensity as the distance from the station and major roadways increases. Neighborhood Centers should serve as focal points for nearby neighborhoods, including Powers Ferry Road at the South Loop, Delk Road at Powers Ferry Road, Delk Road at Bentley Road, and around the Brumby School. Single-family and multifamily areas should remain, but should be stabilized, revitalized renovated, as needed, as well as connected to the greater area through bicycle and pedestrian improvements.

Parks and open spaces should be provided throughout the Centers and beyond to both provide recreational opportunities and stabilize neighborhood property values. Natural areas should be protected, particularly the areas along both sides of Rottenwood Creek, including the 100-year floodplain area.

Retail is a key ingredient of all centers, but should be scaled in response to nearby land uses and market demands. Retail should be most intense in the Town Centers, which should include quality restaurants and unique shops that contribute to a trendy, hip and fun destination for both residents and visitors alike. Retail in Neighborhood Centers should be geared towards the daily needs of area residents.

Along Delk Road and south Franklin Road, in its current commercial and professional areas, a variety of uses to serve the employment and services needs of Cobb County, Marietta, and area commuters should be provided. A similar employment center is envisioned along the South Loop. Both employment centers should complement the destination retail uses of the Town Centers.

All buildings in the Town and Neighborhood Centers should appear inviting towards the street. The desire to create an inclusive and diverse environment requires that buildings front the street with dignity. Landscaping should be provided, as well as entrances that open onto newly built wide sidewalks.

Community Goals

During the second Public Forum, participants were divided up into various groups and given a base map of the Study Area. They were then asked to discuss general ideas and use different pieces of tracing paper to create goals and concepts for desired land-uses, streetscape improvements, transit improvements, etc. Each group operated independent of each other, to ensure that ideas were unique.

Following the workshop, these pieces of tracing paper and comments were synthesized to identify common themes. The following is a summary of these.



Consultants review the results of the second Public Forum and identify common themes

Urban Design

Organize the Study Area into a series of neighborhoods organized around retail, civic buildings or open space centers.

Because of the scale of the Study Area, workshop participants recognized that it was much too large to be conceived of as one distinct “place.” Therefore, the area should be divided into a series of centers that serve as the focal points for the surrounding existing or future neighborhoods. Each should be based on a one-quarter to one-half mile walk from their core, and each should be divided from the others by open space, single-family residential uses, existing multifamily housing, professional uses, or transportation corridors to the maximum extent possible.

Street Patterns

Provide an interconnected street system west of I-75 supporting a range of route options, transportation modes, reduced congestion on major arterials and future development.

Workshop participants expressed a desire to increase the number of east west streets in the western side of the Study Area. This would benefit not only redevelopment and congestion reduction efforts, but also provide improved access to the future bus rapid transit station. Workshop participants also expressed a strong desire that all new streets be walkable, with wide sidewalks and no more than four travel lanes. On-street parking should be provided to calm traffic and support adjacent land uses.

Architecture & Building Placement

Create a sense-of-place through quality architecture that is appropriate for and unique to each center.

Workshop participants believed that buildings should reflect high design standards. Commercial buildings should not be based on a corporate prototype, but rather, their context. Residential structures should be built to last and promote home ownership. Buildings should orient

themselves towards the street through the use of small setbacks, rear and side parking and front doors accessible off the street. Buildings should lend dignity to the public realm and not exist as isolated objects.

Pedestrian Systems

Ensure that walking is safe, convenient and enjoyable.

Workshop participants believed that a well-connected system of sidewalks and multi-use trails should provide easy access throughout the Study Area. Sidewalks should be provided on all streets and should include trees to shade pedestrians and buffer them from moving traffic. Curb ramps must be provided for the disabled.

Bicycle Systems

Increase the viability of bicycling within the Study Area.

There is a strong desire for improved bicycle facilities in the Study Area. Bicycling should be safe and convenient to both increase recreational bicycling and make it a viable alternative for short-distance trips. Bicycle facilities should interface with existing and future transit facilities to increase accessibility options.

Vehicular Systems

Provide well-maintained roads that facilitate the smooth flow of traffic on the community's terms.

Workshop participants are supportive of improving vehicular facilities through the provision of alternative routes (see Street Patterns above), but they also advocate improving the operations of existing streets through other means.

Parking

Provide unobtrusive parking that is convenient, but not excessive.

Workshop participants expressed dissatisfaction with the high number of surface parking lots lining area streets, particularly in commercial areas on Delk Road, Powers Ferry Road, and Franklin Road. There was a strong desire to reconsider the treatment of parking within the Study Area so that its provision and placement are more palatable to the community.

Transit Systems

Make bus use safe, pleasant, and convenient for commuters and area residents.

Workshop participants expressed a strong desire to improve the viability of CCT buses as a transportation choice within the Study Area, while supporting longer-term bus rapid transit plans. Central to this was improving existing facilities to make CCT bus use more convenient, and ensuring that planned transit improvements are coordinated.

Natural Systems

Preserve and protect existing natural systems, while enhancing the quality of life within the Study Area.

Rottenwood Creek, its tributaries, and its floodplain zone are the most important natural systems in the Study Area according to workshop participants. The creek, floodplain zone and adjacent woodlands should be protected and turned into a community asset.

Public Realm

Create a dignified public realm that encourages human interaction and promotes civic identity.

Workshop participants want a public realm that is dignified and quality. For far too long developers have focussed on their own properties, while turning their back on the public realm. Additionally, the Study Area has been largely neglected in planning for parks and open spaces; this must change in the future.

Land Uses

Provide a mix of land uses within close proximity, while protecting existing residential areas.

Workshop participants expressed a desire for a range of land uses within the Study Area. The highest intensity uses should occur near the bus rapid transit station, with lower-intensity uses occurring farther away. Similarly, within Neighborhood and Town Centers, the highest intensity should occur at the core.

Bus Rapid Transit (BRT) Station Area

Utilize the planned BRT station as a tool for revitalization of Franklin Road through creating a vibrant community centerpiece.

The planned BRT station will be the heart of the Study Area and should be a model for transit-oriented development. Workshop participants expressed a desire to use its development to remove existing liabilities while serving as a catalyst for future growth, which should include parks, plazas, tree-lined streets, wide sidewalks and a mix of retail, residential, and small office uses.

FINANCIAL & MARKET FEASIBILITY

Existing Conditions

The existing conditions of the study area were gathered from research of demographics and trends, surveying the study area, and information gathered from the community through stakeholder interviews and community workshops. Through this process, several strengths and opportunities related to the study area's ability to generate financially feasible and marketable projects. These strengths and opportunities include:

- Centrally located
- Accessibility
- Parts are densely populated (large potential market)
- Area has void of certain businesses that have potential for success
- Diverse population
- Strong neighborhoods do exist that show great interest in bettering the area and will help to stabilize the area through redevelopment
- Commitment by both the City and County to see the area revitalized

However, the area also has significant hurdles to overcome. Perhaps the most significant hurdle is crime, both real and perceived. The higher-than-average crime rate is in part due to large amount of renter-occupied units (80% of the households reside in rental units). This highly transient population can create a lack of pride and ownership. While the crime rate can be, and has begun to be, reduced, the negative connotation that has been created through the years will be more difficult to overcome. However, the strong interest from the community that was demonstrated through the participation at the community forums and new projects that will help to stabilize the neighborhoods, this negative image can certainly be overcome. Other weaknesses of the study area include:

- The area has no positive identity or name
- Some owners of the apartment complexes are apathetic to the area's needs and do not invest the proper amount of funding into the units and buildings
- High vacancy rates
- Too many strip centers
- Unhealthy current mix of businesses (liquor stores, pawn shops, small motels)
- Many shop just outside of the study area rather than inside the area

Determination of Projects

As was discussed under the Public Participation section, it was important to identify neighborhood and town centers. These neighborhood and town centers would serve as catalysts to spur redevelopment throughout the study area. This idea was generated during the second

public workshop. Therefore, the Core Team, consisting of the BBPA Team and representatives from the City of Marietta, Cobb County, and GRTA, took input from the second workshop and developed six projects that would be tested. The six projects would be tested first from a market standpoint (i.e. does market demand warrant further study?). Those projects passing this market test would then be tested from a financial standpoint by creating development pro formas for each project to see if the economics of the project would be able to attract private developers. The six projects identified are described below.

Project #1

Located on a site off of Franklin Road abutting I-75, this site currently contains an apartment complex and represents the location for the BRT Station, as indicated by City and community preference. The project involving the BRT Station will be the highest density project, probably mid-rise construction. This project will be a true mixed-use development consisting of retail, residential (apartments, condos)

Project #2

This site is located at the northern end of the study area, at the northeast and southeast corners of I-75 and the 120 loop. The site is currently undeveloped but a developer has plans for a high density commercial development consisting of retail, office and hotel. The project is currently in the planning process.

Project #3

This project will be located at the very northeast corner of the study area at the intersection of Powers Ferry Road and the 120 loop. The project will complement Project #2 and will be mid-density residential, probably townhomes. Due to their proximity, projects 2 and 3 have been combined to calculate to demand

Project #4

Currently the site of a Kroger Grocery Store near the intersection of Powers Ferry Road and Delk Road, this project will seek to redevelop the site to a grocery store anchored retail project with low-intensity residential. A retail project with residential condos above the shops is one way this objective could be reached.

Project #5

Project #5 will be located at the intersection of Bentley Road and Delk Road. It is envisioned as a medium intensity residential to mixed-use retail/residential neighborhood node. This project will seek to complement Projects #1 and #4. Due to their proximity, projects 4 and 5 have been combined to calculate demand.

Project #6

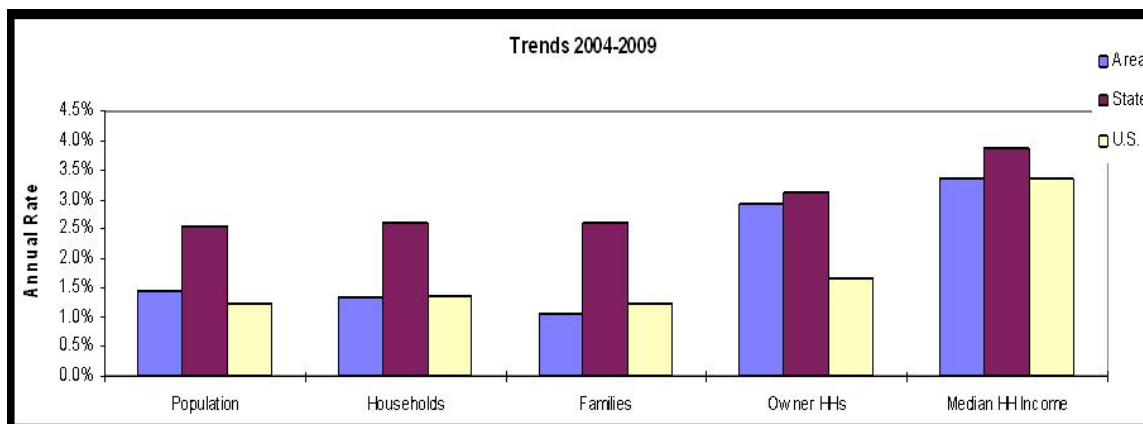
Project #6 could be located at the intersection of Franklin Road and Delk Road. This project may be mixed-use with a commercial office focus to complement Project #1

Determination of Market Demand

In order to determine the amount of market demand, the existing market was analyzed by component (residential, retail and office). Census trends including population growth, household growth, income growth and employment trends were all analyzed. Further, the study area was divided into the areas east and west of I-75 since I-75 not only produces a physical barrier between the two sections, but also has created very different communities and issues (see Table 1 below).

Item	Entire Study Area	West of I-75	East of I-75
2000 Population	21,518	10,277	11,184
2004 Population	22,744	10,620	12,065
2009 Population (est.)	24,443	11,323	13,057
Population Growth (Study Area)	1.45%	1.29%	1.59%
Population Growth (State)	2.53%	2.53%	2.53%
Population Growth (National)	1.23%	1.23%	1.23%
Median Household Income (2004)	\$47,764	\$41,151	\$54,211
Average Household Income (2004)	\$57,839	\$50,605	\$63,324
Total Number of Housing Units	10,207	4,411	5,809
Owner-occupied	2,043	546	1,503
% Owner-occupied	20.0%	12.4%	25.9%
Renter-occupied	7,605	3,594	4,017
% Renter-occupied	74.5%	81.5%	69.2%
Vacant	559	271	289
% Vacant	5.5%	6.1%	5.0%
Owner-occupied Housing Value:			
< \$100,000	24.4%	55.7%	13.0%
\$100,000-\$149,999	54.4%	43.6%	58.3%
\$150,000-\$199,999	15.1%	0.6%	20.4%
≥ \$200,000	6.1%	0.0%	8.3%
Renter-occupied – Rent Value:			
< \$500	3.7%	4.7%	3.0%
\$500-\$749	59.0%	70.4%	48.6%
\$750-\$999	33.8%	24.1%	42.7%
≥ \$1000	3.4%	1.0%	5.7%

Trends (Table 2)



While population and households in the study area are growing at a rate less than the state and approximately equal to the national average, owner-occupied housing units are growing at a rate about equal to that of the state and well above the national average. This presents an opportunity for increased owner-occupied developments.

Residential

In order to determine the amount of new residential units that could be absorbed in the study area, a period of development and absorption was first assumed. Based on the information received from the Georgia Regional Transportation Authority (GRTA), the BRT station planned for the study area would become operational in the year 2011. Therefore, the development and absorption period was set as a five-year span from 2009 to 2013.

Next, both a primary and secondary market was established. The primary market was set as the entire study area as well as an approximate one-mile ring outside of but adjacent to the study area. This market area was established by drawing a three-mile radius from the approximate center of the study area. The secondary market was established as all of Cobb County.

Third, the target audience was defined as households earning between \$45,000 - \$150,000. As is shown above in Table 1, the average household income for the study area in 2004 is \$57,839. Using Urban Land Institute (ULI) standards, it was assumed that new developments in the study area could capture 3% of the household growth in the primary market during the first 2 years and 5% of the growth during the last 3 years of the absorption period once the project has begun to stabilize. Further, it was assumed that new developments could capture 35% of the natural turnover within the area. According to the US Census, 4% of Households expected to move within the county. This estimate is based on census tract turnover information and county moving trends. Within the secondary market, it was assumed that the area could capture 3% of the growth and 0.5% of the natural turnover within the County.

Table 3 below summarizes the results using the methodology described above:

TOTAL DEMAND FOR UNITS PRICED \$100,000 - \$150,000

Year	2004	2009	2010	2011	2012	2013	Total
Primary Market		99	93	100	103	106	500
Secondary Market		(59)	9	9	9	9	(24)
Total		40	102	109	112	115	476

TOTAL DEMAND FOR UNITS PRICED \$150,000 - \$250,000

Year	2004	2009	2010	2011	2012	2013	Total
Primary Market		336	207	222	229	235	1,229
Secondary Market		(122)	20	20	20	20	(43)
Total		214	227	242	248	255	1,187

TOTAL DEMAND FOR UNITS PRICED \$250,000 - \$400,000

Year	2004	2009	2010	2011	2012	2013	Total
Primary Market		145	91	97	100	103	535
Secondary Market		374	24	24	24	24	471
Total		519	115	121	124	127	1,006

TOTAL DEMAND FOR UNITS PRICED \$250,000 - \$400,000

Year	2004	2009	2010	2011	2012	2013	Total
Primary Market		580	391	419	431	444	2,265
Secondary Market		193	53	53	53	53	404
Total		773	444	471	484	497	2,669

Project 1 was then assumed to incorporate 100% of the calculated demand for units priced \$100,000 to \$250,000 during years 2012 – 2013 (after completion of the BRT station). Based on current trends, average home values in 2009 within a 1-mile radius of the north end of the study area are projected to be 12% greater than those currently within a 1-mile radius of the proposed location of the BRT station, if the BRT station was not constructed. Average home values within a 1-mile radius of the southeast end of the study area are projected to be 45% greater than those near the proposed BRT station, if the BRT station was not constructed.

However, being near a major transit station adds significant value to the properties within walking distance. A survey of eight cities with Light Rail Transit systems (BRT is expected to have similar results to LRT), found an average increase in home values of 10.4% (see table 4 below):

City	Premium
Dallas, TX	4.7%
Santa Clara County, CA	23.0%
San Diego, CA (10%-17%)	13.5%
Southern New Jersey	10.0%
Suburban Philadelphia, PA	3.8%

Portland, OR	10.6%
Dade County, FL	5.0%
San Francisco, CA (10%-15%)	12.5%
Average	10.4%

Source: www.apta.com/research/info/briefings/briefing_1.cfm

Once constructed, the BRT station should have a positive impact on the home values within walking distance of the station. Therefore, the following average home prices were used in the analysis:

Project	Ave Sales Price	% Greater than BRT Location
BRT	\$240K	0%
2 & 3	\$255K	6%
4 & 5	\$300K	25%

This would result in Project 1 being able to absorb 730 units commanding sales prices from \$110,000 to \$275,000. Project 3 and Projects 4 & 5 (combined) are each assumed to incorporate 50% of the units priced \$100,000 - \$250,000 during years 2009-2011 and 50% of the units priced \$250,000 - \$400,000.

The residential portion of Project 1 is defined as:

- 226 units priced \$110,000 - \$165,000
- 504 units priced \$165,000 - \$275,000
- 730 total units

The residential portion of Project 3 is defined as:

- 130 units priced \$100,000 - \$150,000
- 350 units priced \$150,000 - \$250,000
- 490 units priced \$250,000 - \$400,000
- 970 total units

The residential portion of Projects 4 & 5 is defined as:

- 120 units priced \$100,000 - \$150,000
- 333 units priced \$150,000 - \$250,000
- 517 units priced \$250,000 - \$400,000
- 970 total units

Retail

In order to calculate demand for additional retail space, a capture point for demand was established for each project. For Projects 2 through 5, this capture point was established as the

year 2011. However, since the BRT station is not expected to be operational until the year 2011, Project 1's capture point was set at 2014. Demographics and spending habits within a 1, 3 and 5 mile radius of the site were analyzed and the number of households and household income was projected. It was important to determine how disposable income is spent and a capture rate for each category of retail to determine expenditure potential. It was then possible to assess a capture for additional retail demand from the local population.

Retail Category	% of Disposable Income	Estimated Capture Rate
Convenience Goods	14%	50%
Food & Beverage	10%	40%
Shoppers Goods	40%	12%

Additional retail demand could be warranted from a capture of inflow (i.e. those residing outside of the immediate area surrounding the project). For Project 1, this inflow was defined as users of the BRT. It was assumed that the project could capture 1% of the expenditure potential. For Projects 2 through 5, inflow was defined as those passing by in their cars. It was assumed that the projects could capture 1% of the expenditure potential based on traffic counts at each intersection. The additional demand was calculated by comparing the total expenditure potential to the current inventory.

Table 4 below summarizes the results of this analysis. The figures presented are shown as additional square feet of residential space that can be supported by market demand. Negative figures indicate an oversupply in the market.

Retail Category	Project 1	Projects 2 & 3	Projects 4 & 5
Convenience Goods	18,771	(5,467)	42,554
Food & Beverage	42,693	25,255	61,600
Shoppers Goods	67,186	60,453	93,045
Total	128,650	80,241	197,199

Office

The entire Marietta submarket was analyzed to assess trends in:

- Inventory

- Completions
- Vacancy Rates
- Absorption
- Rent

Table 5

Year	Inventory (SF)	Completions	Vac %	Vacant Stock	Occupied Stock	Net Absorption	Asking Rent \$
1995	1,507,000	0	7.2	109,000	1,398,000	40,000	\$14.31
1996	1,733,000	226,000	6.4	111,000	1,622,000	224,000	\$15.25
1997	2,023,000	290,000	8.0	162,000	1,861,000	239,000	\$17.06
1998	2,585,000	562,000	9.0	233,000	2,352,000	491,000	\$18.17
1999	2,995,000	410,000	10.4	311,000	2,684,000	332,000	\$18.05
2000	3,053,000	58,000	12.8	392,000	2,661,000	-23,000	\$17.08
2001	3,187,000	134,000	13.8	441,000	2,746,000	85,000	\$17.02
2002	3,104,000	27,000	16.1	500,000	2,604,000	-142,000	\$16.64
2003	3,168,000	64,000	17.3	548,000	2,620,000	16,000	\$16.62
2004	3,168,000	0	14.7	466,000	2,702,000	82,000	\$16.76

Historical absorption for the last 5 years was only a total of 18,000 square feet. The high positive absorption during the late 1990's was a result of the office boom. Rental rates have also decreased, showing that there is not only vacant space, but rents have been lowered to keep tenants in the market. The points above indicate an oversupply in the market.

Projected absorption for the future is estimated to be 35,600 sf per year (Source: Reis, Inc.) Assuming that absorption schedule and no more construction, vacancy rates would not go below the ideal level of 5% until year 2014. Given the current oversupply in the market, plans for future construction and competition in the area, there may be very little additional demand for new office space in the next 10 years. Outside of tenants such as insurance companies, real estate companies, banks, etc., the focus of the projects should be residential and retail.

It is not recommended that the City become involved in a major office project at the Project 6 location within the next 10 years. Rather, it is recommended that as redevelopment in the area occur, market forces change (i.e. technological advances, new office markets emerge, new demand from success of BRT station, etc.), additional demand may be generated that would warrant private sector investment into new office developments in the study area.

Financial Analysis

After the analysis of market demand for each component, it was determined that four projects would be studied further for financial feasibility. Projects 1, 3, 4 and 5 would continue to be studied. Given their close proximity, Project 4 and Project 5 would be combined when studying the financial feasibility. In addition, since a private sector developer is moving forward with plans to develop Project 2, it was recommended that this project continue through the planning process and once finalized, its impact on surrounding projects would be assessed. Project 6 would not be studied for financial feasibility since the market tests showed there is not a market for additional office space at this time.

In order to construct the pro forma, the following assumptions were used:

- Land Cost taken from City appraisal data
- Site work, hard & soft costs taken from RS Means
- Demolition costs taken from Georgia Heavy Construction Costs data
- Estimated income from retail sales taken from Dollars & Cents of Shopping Centers
- Estimated value of retail center used data from Atlanta Real Estate Outlook

Discussions with stakeholders for the Study Area and results of the community workshops showed a desire for increased owner-occupied units and mixed-use developments incorporated into connected, walkable communities. Discussions with industry professionals and surveys of new development trends in the area matched construction type (condo and townhouse vs. single family) and unit size to match the price points determined during the market analysis.

Project 1

Project 1 was defined as a mixed-use residential and retail project adjacent to the BRT Station. Some condos would be constructed over the retail to create a Town Center environment. A summary of the development is shown below:

Project 1: Summary

Residential	Units	Ave SF	Sales Price
Condo	160	1500	\$165K
Condo	330	2000	\$260K
Townhouse	240	2200	\$275K
Total	730	1866	\$245K
Retail	SF/\$		
SF	128,650		
NOI (2013)	\$2.3M		
Value (2013)	\$24.7M		

Project 1: Uses

Item	Residential	Retail	Total
Land	\$37.2M	\$14.1M	\$51.4M
Hard & Soft Costs	\$121.5M	\$9.2M	\$130.8M
Financing Costs	\$8.9M	\$0.7M	\$9.6M
Total Uses	\$167.7M	\$24.0M	\$191.7M

Land cost includes acquisition, demolition and site work such as infrastructure/roads. Hard & soft costs include the site work for the buildings, construction costs, general contractor's overhead and profit and fees. The cost of financing is the interest on the construction loan.

Project 1: Sources/Returns

Item	Amount
Equity	\$14.1M
Loan	\$56.3M
Income/Sales	\$204.6M
Total Project Cost	\$191.7M
Profit	\$14.9M
Return	18.6%

Developers typically look for a return of 18% to 25% before tax. Given the expected increase in sales prices of homes within walking distance of the BRT station, a mixed-use project near the station should be successful.

Project 1: Sensitivity Analysis

Project 1 is the “Key” project; in other words, success is needed to have desired impact throughout the study area. Therefore, a “what if” scenario was created to see what would happen if sales prices were 10% lower than assumed in this analysis. One possible scenario that may cause this drop in sales prices at Project 1 would be if the BRT station were not constructed. Since redevelopment of this area is desired even if the BRT station at this location does not come to fruition, it was important to ensure that Project 1 would still be a viable project. The result is still a feasible project, but the developer's return drops to 8%, which may make it difficult to attract interest from the development community (typically look for an 18% to 25% return).

If unable to receive the expected sales prices, two solutions to overcome lack of prospective developer interest:

1. Group Project 1 with a more profitable project in the study area

Example: If a Master Developer were selected to complete Projects 1, 4 & 5, the return to the developer can be increased to 18%.

2. Create a Tax Allocation District (TAD)

This option uses the increase property taxes due to increased property values to obtain a public bond. This bond could pay for a portion of the land and/or site improvements, which the City would continue to own or lease to the developer at a low cost. The potential TAD funding from Project 1: \$15.1M, while the total bond required would be approximately \$5.6M. This \$5.6M bond could pay for the \$3.3M in site costs (sidewalks, trees, roadways) and the land they sit on. Therefore, if sales prices are 10% lower than expected and it is not possible to close the gap through packaging projects, the gap could be closed through the creation of a Tax Allocation District.

Project 2

This site is located at the northern end of the study area, at the northeast and southeast corners of I-75 and the 120 loop. Plans are being developed currently by a developer for a high density commercial development consisting of retail, office and hotel. It is recommended that the City allow the planning of this project to continue and reevaluate the impact it may have on surrounding projects once plans are finalized.

Project 3

Project 3 was defined as a mixed-use residential and retail at the North end of the Study Area.

Project 3: Summary

Residential	Units	Ave SF	Sales Price
Condo	130	1600	\$150K
Condo	550	1800	\$230K
Townhouse	290	2200	\$350K
Total	970	1900	\$255K
Retail	SF/\$		
SF	80,241		
NOI (2013)	\$1.4M		
Value (2013)	\$15.4M		

Project 3: Uses

Item	Residential	Retail	Total
Land	\$45.1M	\$5.3M	\$50.4M
Hard & Soft Costs	\$178.0M	\$6.5M	\$184.5M
Financing Costs	\$10.0M	\$0.3M	\$10.3M
Total Uses	\$236.7M	\$12.3M	\$249.0M

Project 3: Sources/Returns

Item	Amount
Equity	\$16.0M
Loan	\$64.4M
Income/Sales	\$265.6M
Subsidies	\$0.00
Profit	\$16.6M
Return	18.9%

A mixed-use retail and residential project at the north end of the study area is expected to be a successful project with no public subsidies. However, land constraints may make it impossible to construct the full demand of residential units shown above. Therefore, this project would have to be amended in one of two ways: 1) split the project into two or more sites within the study area in order to take advantage of the full demand that has been calculated; or, 2) reduce the number of townhomes to that which could fit within the area identified.

In order to ensure that the project would be viable under both options, a second pro forma was run for Project 3 that reduced the number of residential units to 244 townhomes. A project containing only 244 residential units would still be viable and would provide the developer with a more than sufficient return.

Projects 4 & 5

Projects 4 and 5 were defined as mixed-use residential and retail projects located at the Southeast end of the Study Area and containing a grocery store.

Projects 4 & 5: Summary

Residential	Units	Ave SF	Sales Price
Condo	120	1600	\$150K
Condo	450	1800	\$250K
Townhouse	400	2200	\$400K
Total	970	1900	\$300K
Retail	w/o Kroger	w/ Kroger	
SF	197,199	242,727	
NOI (2013)	\$3.6M	\$4.4M	
Value (2013)	\$37.9M	\$46.7M	

These projects were analyzed two ways to show the difference between whether the Kroger was incorporated into the project and replaced or if the Kroger was not incorporated into the project.

Projects 4 & 5: Uses

Without Kroger

Item	Residential	Retail	Total
Land	\$83.5M	\$14.7M	\$98.2M
Hard & Soft Costs	\$179.5M	\$16.0M	\$195.5M
Financing Costs	\$14.5M	\$1.3M	\$15.8M
Total Uses	\$277.5M	\$31.9M	\$309.4M

With Kroger

Item	Residential	Retail	Total
Land	\$83.6M	\$19.3M	\$103.4M
Hard & Soft Costs	\$179.5M	\$19.6M	\$199.2M
Financing Costs	\$15.9M	\$1.7M	\$17.7M
Total Uses	\$279.0M	\$41.2M	\$320.2M

Projects 4 & 5: Sources/Returns

Item	w/o Kroger	w/ Kroger
Equity	\$25.5M	\$26.7M
Loan	\$101.9M	\$106.6M
Income/Sales	\$335.9M	\$346.3M
Total Project Cost	\$309.4M	\$320.2M
Profit	\$26.5M	\$26.1M
Return	18.8%	17.6%

A mixed-use retail and residential project at the southeast end of the study area is expected to be a successful project with no public subsidies and can be accomplished with or without incorporating the Kroger.

Implementation

Market rate housing will be constructed based on demographic projections for the study area. Due to attractive developer returns, it may be possible to cause a limited amount of affordable housing to be built. The use of a TAD could increase the amount of affordable housing constructed. It should be noted that the market rate housing constructed is based on current demographic projections for the area; in other words, what the current residents may be able to afford at the time the projects are constructed. A Tax Allocation District and its uses will be discussed later in the report.

It is recommended that some projects be implemented as larger projects such as those described earlier (example: combining Projects 4 & 5). This approach can save public time and expense when implementing those projects and selecting development partners. It also can potentially attract larger developers with better access to capital and broader background of experience and knowledge.

COMMUNITY DESIGN & LAND USE

Recommendations

The Delk TOD LCI Master Plan Study Area represents an auto-oriented, pedestrian-hostile collection of uses and buildings organized with little regard for other uses or the surrounding community. The area was developed in a manner typical of most American suburban development in its assumption that all access would be by car.

Today, the implications of this community pattern are great. Pedestrians cannot safely and conveniently access nearby uses, traffic is forced onto a few main roads, buildings are spread apart and fail to create a sense of place, and the public realm is grossly neglected by buildings that turn their back on anything other than their parking lots. Most significantly, these conditions are placing the area in a tenuous market position, for it cannot directly compete with these newer suburban areas and be successful.

As the area ages both physically and demographically, and real estate trends in Cobb County and nationwide focus more on walkable, mixed-use communities, the failure of the Study Area to break away from this outdated model and emerge as a true community represents the greatest threat to the area's long-term vitality. The planned development of a Bus Rapid Transit Station within the Study Area only exacerbates this challenge, for transit is most effective where mixed-use, pedestrian-oriented land uses exist to support ridership.

The long-term economic and social vitality of the Delk and Franklin Roads Study Area requires a reconceptualization of the area from a collection of single, disconnected uses, to a cohesive, mixed-use, mixed-income, walkable, and transit-oriented community based on the time-honored principles of good community design.

The recommendations in this section represent a guide for achieving such a reconceptualization, and include programs, projects and policies necessary to achieve it. Central to these are the Concept Plan Map, which represents a blueprint for the area, suggesting how the community's vision could be achieved in a way that respects sound urban design policies and market realities.

The following pages contain details of the Concept Plan, including specific projects and policies necessary to make it a reality. Components of the Concept Plan are divided into functional categories for ease in understanding, including Urban Design, Markets (described above in detail), Transportation and Zoning.

Urban Design

Overview

The key to promoting long-term success in Study Area is to recognize that the area is too large and diverse, from a transportation and land-use perspective, to operate as a single "place." It

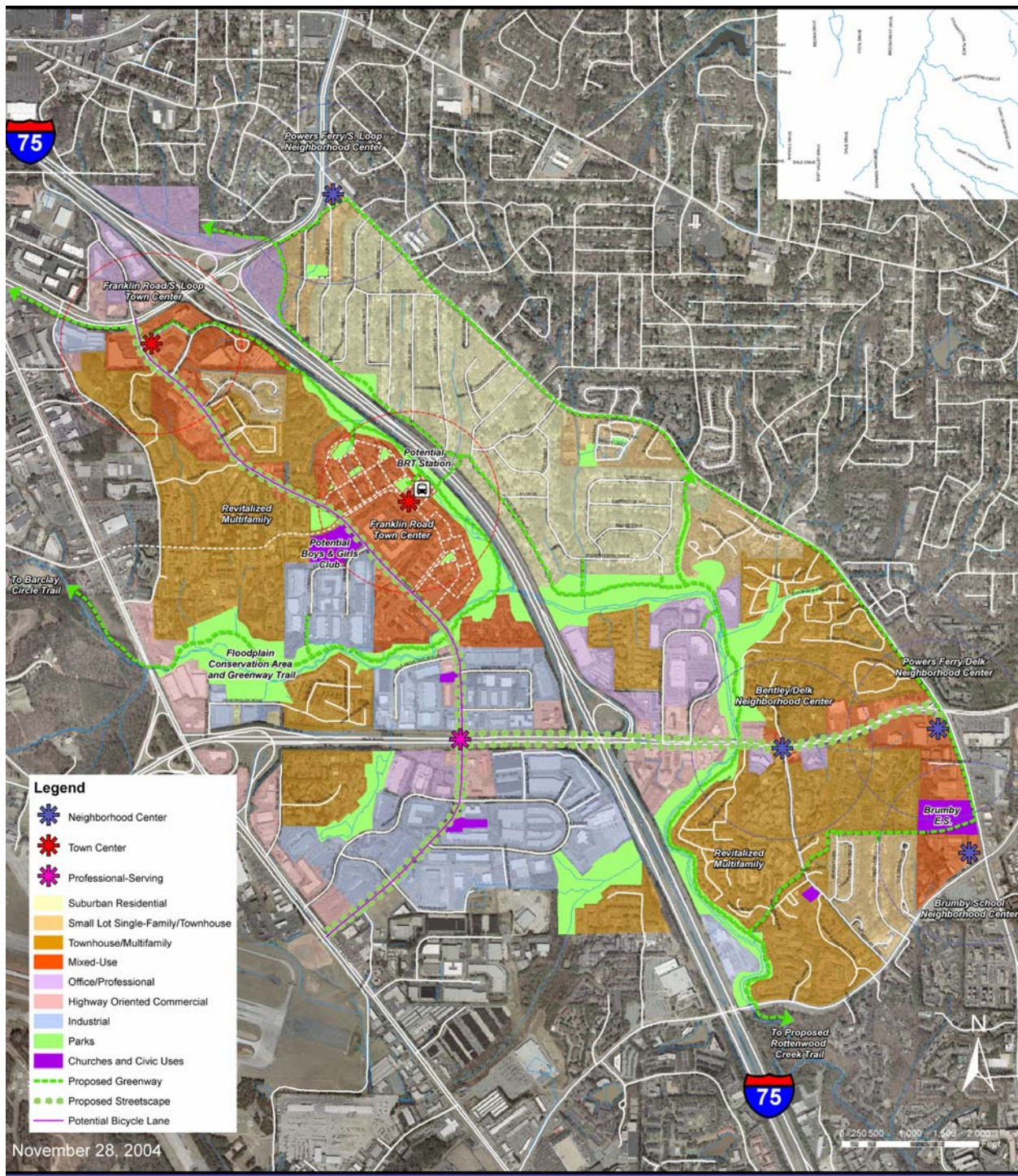
contains important roads, including Delk Road, I-75, and the South Loop, that serve transportation roles extending beyond the immediate vicinity and are, therefore, appropriate for certain highway-oriented land uses. The area also contains existing industrial and professional facilities that represent long-term investments. Finally, most people will not walk more than one-quarter mile to access goods and services. Therefore, this distance becomes a key component of identifying the pedestrian-oriented centers envisioned by the community.

The Concept Plan recognizes opportunities to create six distinct centers, as shown on the next page. Centers fall into two types: Town Center and Neighborhood Centers. Town Centers are higher density walkable areas with the potential for up to 175,000 square feet of regional retail space and major employment facilities, while Neighborhood Centers are intended to primarily serve adjacent neighborhoods. Within each center, the primary transportation focus is the pedestrians. Sidewalks are provided throughout, as are small neighborhood parks and plazas. Buildings orient towards the street, and a mixture of uses is provided, sensitive to context.

Proposed centers include:

- **Franklin Road Town Center**, a medium-to-high-density, mixed-use core centered on the proposed Bus Rapid Transit Station that will serve as the retail and civic center for the Study Area, while providing new housing options.
- **Franklin Road/South Loop Town Center**, a medium-to-high density, mixed-use core centered on two redeveloped shopping centers. This center will serve as the retail and employment role, as it current contains a large office facility.
- **South Loop/Powers Ferry Road Neighborhood Center**, a medium-density mixed-use center surrounding the intersection of Powers Ferry Road and the South Loop.
- **Delk Road/Powers Ferry Road Neighborhood Center**, a medium-density mixed-use center surrounding the existing Kroger shopping center.
- **Delk Road/Bentley Road Neighborhood Center**, a small, medium density, primarily neighborhood commercial center.
- **Powers Ferry Road/Terrell Mill Road Road Neighborhood Center**, a small, medium-density, mixed-use center focused on the existing Brumby School.

Each center is differentiated by transportation facilities and land use patterns.



Public Realm

The Concept Plan enriches the public realm by providing increased park space, sidewalks, street trees, and street-oriented buildings. The public realm will no longer be rejected, and will become a quality experience in the daily lives of residents and visitors.

In addition to improving aesthetics and the quality of life, these improvements will have an economic impact. In a national survey, owners of small companies ranked the presence of parks as the highest priority in choosing a new location for their businesses, which will, in turn, promote residential growth. In addition to stimulating commercial and residential growth, these improvements will also increase property values, which will, in turn, benefit tax coffers. In fact, some studies suggest that the average annual new tax revenue generated by parks is often sufficient to cover bond payments used to finance such parks.

Projects designed to improve the public realm include:

- Protecting the floodplain along Rottenwood Creek and its tributaries in order to create a greenspace and recreational amenity.
- Developing 7.47 miles of twelve feet wide multi-use greenway trail in or adjacent to the proposed floodplain park. Because of the sensitive nature of floodplain lands, this trail should be located so as to minimize the amount of impervious surfaces in the flood zone.
- Developing 0.85 mile of twelve feet wide multi-use greenway trail along Powers Ferry Road.
- Developing a Boys and Girls Club and accompanying 2.15 acre part at 876 Franklin Road.
- Constructing up to 4.0 miles of greenways; please see Bicycle Systems on page 2.33 for more details
- Creating a 0.49 acre town green as part of the long-term redevelopment of the K-mart shopping center.
- Establishing a 5.3 acre neighborhood park as part of long-term development of the Franklin Road Town Center.
- Developing a 17.6 acre floodplain park as part of the long-term development of the Franklin Road Town Center.
- Creating a 1.15 acre neighborhood park on Meadowbrook Drive, at 491 and 501 Meadowbrook and 432 Virginia Drive.
- Improving sidewalks and streetscapes; please see Transportation for more details.

Policies supporting an enriched public realm include:

- Ensuring that parks and plaza, rather than unusable “open space,” are provided as part of new development
- Requiring buildings that orient themselves to the street
- Requiring buildings adjacent to parks to face said spaces

Please see zoning recommendations for more details.

Spatial Form

The Concept Plan calls for buildings to share a common relationship to the street and each other via common setbacks by street and land use. In all areas, buildings should work together to frame the street and create a sense of place. This is particularly true within the Franklin Road Town Center, the most urban part of the Study Area. In this sector, buildings should line up and have little separation between them, so as to form a continuous street wall. This is particularly critical on shopping streets.

Buildings should also be closer to the street in more intense locations, with the distance increasing in less intense areas. In single-family neighborhoods, any new buildings should respect existing setbacks.

Architecture & Building Placement

The Concept Plan calls for buildings within Neighborhood and Town Centers to orient themselves towards the street in the manner of traditional cities and towns the world over. This is particularly true for area around the proposed BRT station, where it is especially critical to create a unique sense-of-place.

New buildings should of quality materials, with special care given to their street presence. Durable materials such as brick, stone, and authentic stucco are encouraged within commercial and mixed-use areas. Less durable or aesthetically pleasing materials, such as EIFS, split-faced brick, or concrete masonry units, may be used, but their use should be limited to the side or rear of buildings. Such materials are inappropriate facing the street.

In pedestrian-oriented retail areas, continuous buildings and storefronts should be provided to support retail. Retailers have shown that breaks in storefront continuity as short as 20 feet can harm sales by causing window shoppers to speed up, thereby removing their attention from the storefront. Continuity is not as essential in other areas but is encouraged.

Standard corporate prototypes are highly discouraged by the Concept Plan in all sectors, but particularly in centers, where they should not be permitted. Chain stores should amend their standard model in order to avoid the “Anywhere USA” look current found in much of the Study Area.

In residential area, new buildings should be brick or wood with pitched roofs; flat roofs are not appropriate in such areas. In more intense commercial, professional or mixed-use areas, flat roofs are encouraged. Please see Design Guidelines in Appendix A for more details.

Land Use

The land use component of the Concept Plan calls for increasing the mix of uses in the Study Area, both vertically and horizontally, while preserving and protecting existing single-family neighborhoods from commercial and multifamily encroachment. At the same time, the Concept Plan calls for actually decreasing the amount of exclusively commercial land in order to

concentrate retail activity into walkable cores, rather than dispersed, auto-oriented strip shopping centers. Residential options within the Study Area are increased through the provision of areas for future townhome, small lot single-family, and multi-family housing within close proximity to new businesses and parks.

The Concept Plan identifies six principal land uses. Details of these are provided on the following pages. These represent the wide range of potential land uses proposed within the Study Area. Many are mixed-use, which represents a departure from current land use patterns. They are intended to serve as a basis for the proposed zoning and future land use plan map changes.

Key land use Projects within the Concept Plan include:

- Transforming aging apartment complex at 875 Franklin Road, as well as adjacent complexes and shopping centers, into a four-to-six story mixed-use town center.
- Establishing small mixed-use nodes, as identified in the Urban Design section.
- Establishing the parks and open spaces established in the Public Realm component of this Section.
- Creating a new zoning district that reflects the land use and design characteristics identified herein.

The land uses represented in the Concept Plan reflect:

- 244.8 acres of Suburban Residential
- 126.3 acres of Small Lot Single-Family/Townhouse
- 603.0 acres of Townhouse/Multifamily
- 254.3 acres of Mixed-Use
- 134.8 acres of Office/Professional
- 11.46 acres of Highway-Oriented Commercial
- 295.7 acres of Industrial

Creating a new zoning district that reflects the land use and design characteristics identified herein. The Land Use Concept also goes into detail on specific key parts of the Study Area. These areas are defined below.

Characteristics of Proposed Land Uses on Concept Plan Map

	Suburban Residential	Small Lot Single-Family/Townhouse	Townhouse/Multimfamily	Mixed-Use	Office /Professional	Highway Oriented Comm.	Industrial
Uses							
<i>Single Family Detached</i>	■	■	■				
<i>Townhomes</i>		■	■	■	■	■	■
<i>Live-Work Units</i>			■	■	■	■	■
<i>Multi-Family</i>			■	■			
<i>Retail and Services</i>				■		■	
<i>Offices</i>				■	■	■	
<i>Public and Semi-Public</i>	■	■	■	■	■	■	
Density							
<i>Net Residential Density</i>	6 du/acre	12 du/acre	24 du/acre	36 du/acre	12 du/acre	12 du/acre	12 du/acre
<i>Minimum Lot Size</i>	7,500 sf	3,600 sf	3,600 sf	3,600 sf	3,600 sf	3,600 sf	3,600 sf
Buildings							
<i>Front Setback*</i>	50 ft	15-25 ft	0-10 ft	0-10 ft	0-10 ft	0-10 ft	0-10 ft
<i>Buildings on Front Setback</i>	n/a	n/a	70%	70%	n/a	n/a	n/a
<i>Side Setback, Minimum</i>	10 ft	5 ft	0 ft	0 ft	20 ft	20 ft	20 ft
<i>Height, Minimum</i>	n/a	n/a	n/a	18 ft	n/a	n/a	n/a
<i>Height, Maximum</i>	35 ft	35 ft	55 ft	70 ft	55 ft	55 ft	55 ft
Open Space							
<i>Developments >10 acres</i>	20%	20%	20%	20%	n/a	n/a	n/a
<i>Developments 5 to 10 acres</i>	10%	10%	10%	10%	n/a	n/a	n/a
<i>Developments < 5 acres</i>	5%	5%	5%	5%	n/a	n/a	n/a

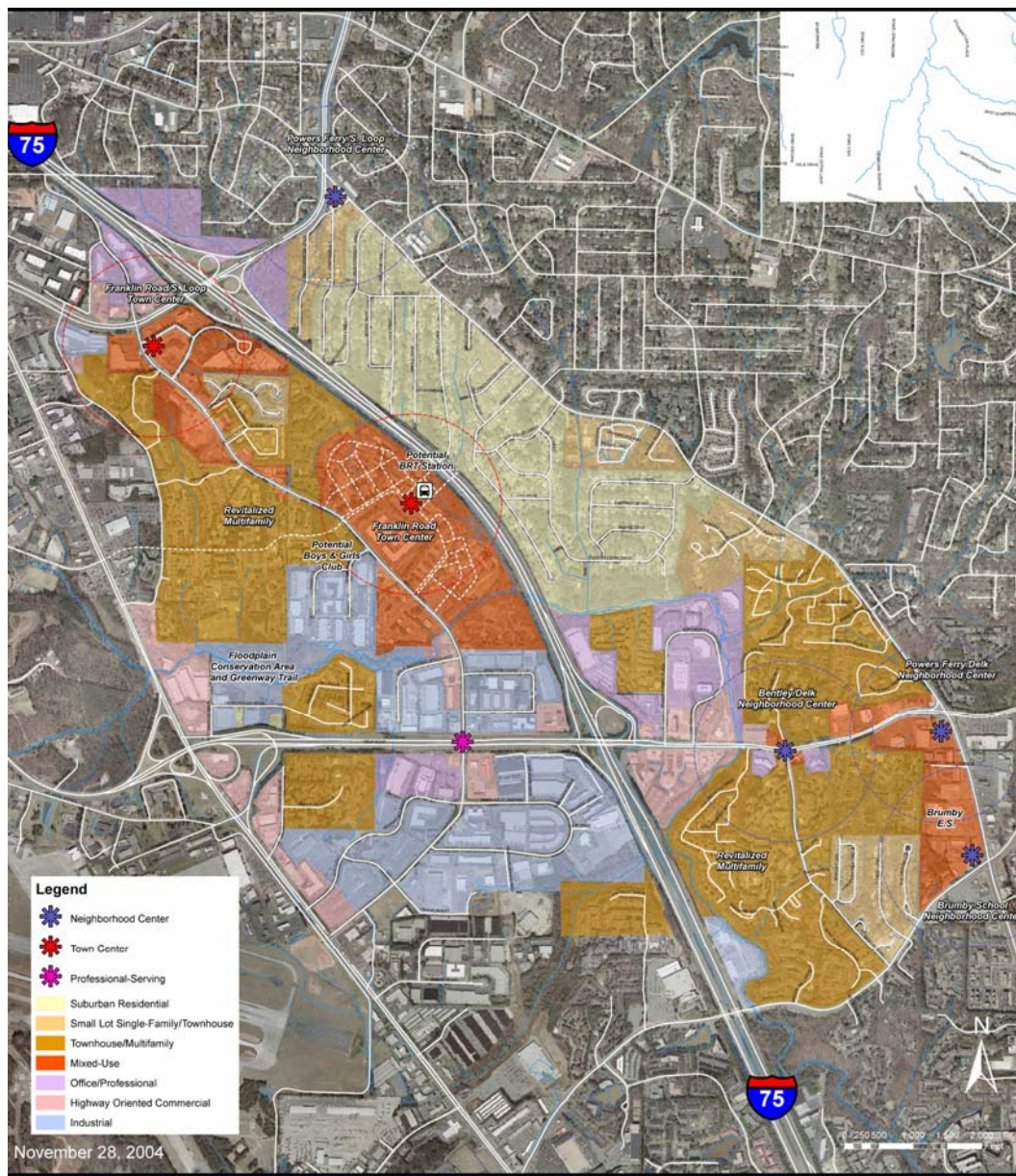
*As measured from the back of the required sidewalk, not the property line.

Franklin Road Town Center

The Concept Plan calls for the area around the proposed BRT Station to transform from a disconnected collection of auto-oriented uses, into a walkable, mixed-use town center. Uses in the town center will include shop lofts, townhomes, condominiums, high-quality apartments, parks, and specialty retailers and restaurants that create a cohesive environment, without competing directly with the conventional suburban retail development found in other parts of the county. Tree-lined streets and multiuse trails will connect the Town Center to other parts of

Study Area and allow would-be patrons from nearby neighborhoods to arrive by means other than automobile.

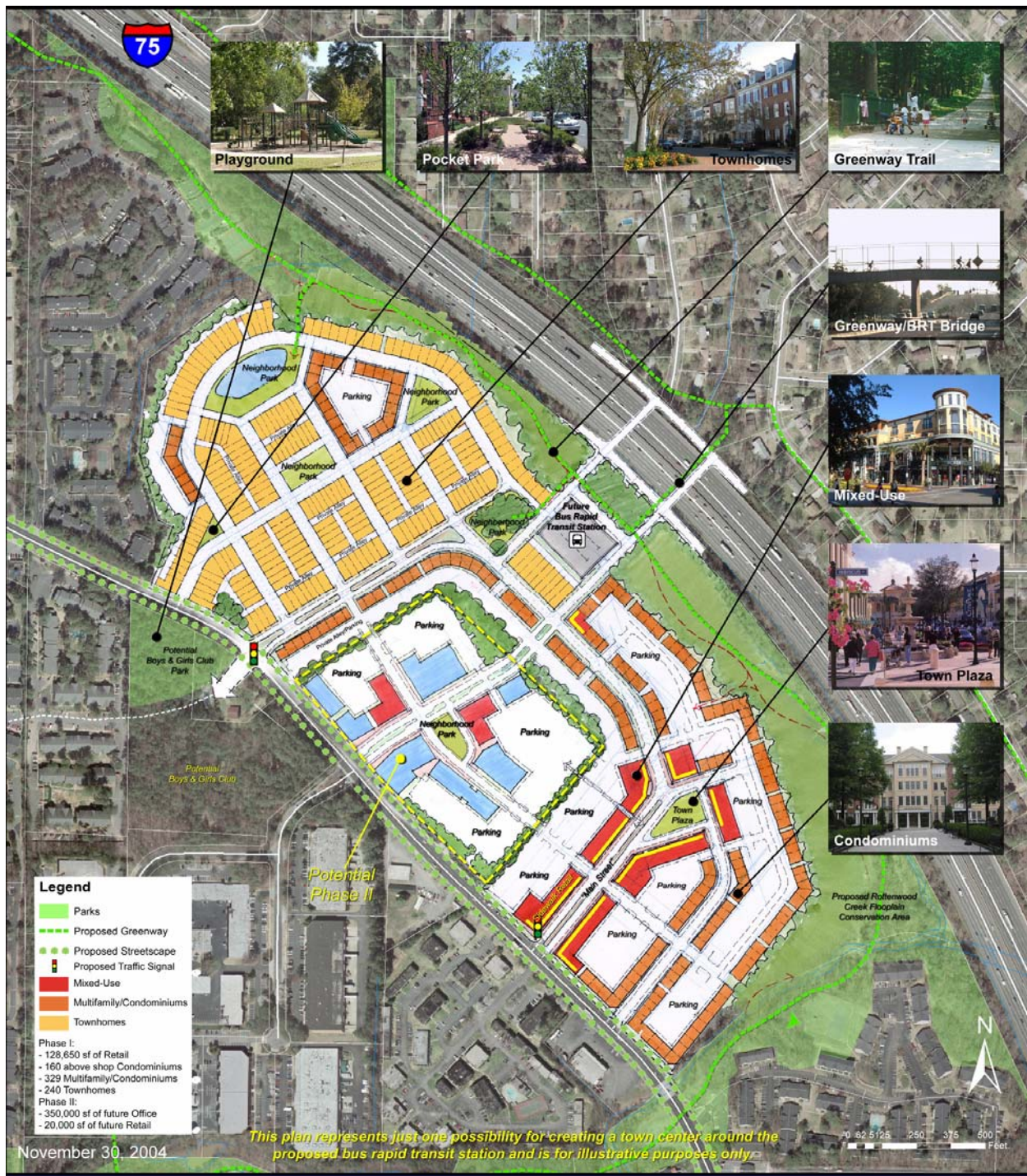
Highest intensity uses should be focused along Franklin Road, where traffic volumes and visibility are conducive to successful retail. In other areas, uses should transition to primarily residential, with higher intensity multifamily uses located closest to the proposed “Main Street,” and townhomes or small lot single-family homes provided in all other areas. Amongst these residential uses, small neighborhood parks should be provided to create an attractive residential environment.



At build-out, Phase I of the the Franklin Road Town Center could include:

- 4 to 5 acres for the BRT station and accompanying parking deck.
- 128,650 sf of retail, focused along a new “Main Street,” with smaller service retail near the BRT station.
- 160 above-shop condominiums.
- 329 other multifamily condominiums;
- 240 townhomes.
- 5.3 acres of parks.
- 17.6 acres of floodplain greenspace.

With time and changing market forces, the adjacent office/professional building could also be redeveloped into higher-density multifamily uses as a potential Phase II. A concept plan of how Phases I and II of the Franklin Road Town Center could be laid out and integrated is provided on the following page.



TRANSPORTATION & INFRASTRUCTURE

Existing Conditions

Roadways

The Delk Road TOD LCI Study area is served by regional facilities, arterial roadways, a local street system and the CCT bus system. The study area is bounded by SR 120 (South Marietta Loop) to the North, Powers Ferry Road to the East, Terrell Mill Road to the South and US 41 (Cobb Parkway) to the West. Inside the study area, it is characterized by a major interstate (I-75) that splits the study area and serves as the ‘spine’ of the area. I-75 then intersects with two freeways, SR 120 (South Loop) and SR 280 (Delk Road) which serves as major intersections for the study area. Other significant intersections for the study area are the intersections of Delk Road with Cobb Parkway, Delk Road with Powers Ferry, Powers Ferry with SR 120 and Franklin Road with SR 120. These additional intersections will play a pivotal role in the proposed LCI study and will be discussed later in more detail. As for north-south connectivity, the major north/south facilities serving the area include Franklin Road and the aforementioned Powers Ferry Road and I-75. There are only two major east-west facilities (South Loop and Delk Road) in the study area which is an issue to be reviewed due to I-75 dividing the area and limiting east-west connectivity. The other facilities in the study area are minor in nature and serve mostly local traffic.

The following table provides more detailed information about the study area’s roadways. The annual average daily traffic (AADT) counts shown are from the most recent and available GDOT counts. The Level of Service (LOS) column represents an indicator of the extent or degree of service provided by, or proposed to be provided by, a facility based on and related to the operational characteristics of the facility. Typically, local governments determine the Level of Service (LOS) that is acceptable to the community. Normally, a minimum Level of Service 'D' (high density, stable flow) should be maintained for peak travel times near major commercial and industrial areas, freeway interchanges, and central business districts in cities. Simply put, The LOS is calculated by taking the traffic volume for a roadway (AADT) and dividing it by the design capacity for that roadway and is represented by a letter grade ranging from A to F. As the table shows, the facilities in the study area are functioning at an acceptable level (minimum LOS D), which is typical for the peak hour travel for areas near interchanges and along major commercial areas.

Facility	Facility Type	# of Lanes	AADT	LOS
I-75	Interstate/Freeway	8-10	250,000 – 350,000	C-E
SR 120	Principal Arterial	6-8	40,000 – 60,000	C
Delk Road	Principal Arterial	4-6	40,000 – 45,000	C-D
Powers Ferry Rd	Major Collector	2-4	13,000 – 23,000	C-D
Franklin Road	Major Collector	4	12,000 – 15,000	B-C

As in other areas in the region, it may seem that the major facilities in the Delk Road TOD LCI Study are congested and not operating at an efficient level. On the contrary, the table shows that the major facilities and local roads are in fact operating at an acceptable LOS (based on traffic volumes). The facilities in the study area, on average, are functioning at what is considered to be an acceptable level (minimum LOS D) during peak hour travel, which is typical for areas near interchanges and along major commercial areas. Although, the roadways are functioning adequately from merely a traffic volume perspective, there are other issues that exist in the study area. For instance, a majority of the roadways in the study area (except Franklin Road) lack appropriate sidewalks and bike lanes for non-motorized travel. There are also intersections in the study area that lack safe access for both pedestrians and the ADA population. There is existing transit (bus) service along Franklin Road but there are not adequate signs and other amenities for riders. Additionally, there have been requests to look at improving the ‘inter-connectivity’ of the study area, particularly with respect to east-west access over I-75 along with an alternative to improve the circulation from Franklin Road to Cobb Parkway. These issues along with other detail transportation information will be discussed later.

Based on previous studies and other community issues, the City of Marietta along with Cobb County has included the following projects relevant to the study area in the ARC’s 2030 Regional Transportation Plan (RTP) and the 3-year Transportation Improvement Program (TIP) for 2003-2005.

2030 RTP Projects for Cobb County/City of Marietta

Project Name	Project Type	Programmed Dollars	Network Year
Traffic Signal Retiming Program (County Wide)	ITS	\$400,000	2010
Advanced Transportation Management System Program (County Wide)	Roadway Operational	\$2,337,500	2010
I-75 North; I-285 to Delk Road	Interchange Capacity	\$154,257,200	2025
Marietta Multi-Use Trail – CCT Transfer Station at SR 120 to Barclay Circle	Multi-Use Bike/Ped Facility	\$436,344	2010
Rottenwood Creek Trail – Paces Mill Road to Terrell Mill Road	Multi-Use Bike/Ped Facility	\$3,750,000	2005
Marietta Multi-Use Trails (City Wide)	Bike/Ped Facility	\$828,000	2010
Cobb County Transit Supportive Sidewalks (County Wide)	Pedestrian Facility	\$2,952,000	2010

2003-2005 TIP Projects for Cobb County/City of Marietta

Project Name	Project Type	Amount	Funding Year
I-75 NORTH HOV FROM AKERS MILL ROAD TO WADE GREEN ROAD	HOV Lanes	Reimbursement Revenue Bonds	Active
ATMS Enhancement (County Wide)	Roadway Operations	\$5,000,000	Programmed
MARIETTA MULTI-USE TRAIL FROM CCT STATION @ SR 120 TO BARCLAY CIRCLE	Multi-Use Facility	\$436,344	Programmed
ROTTENWOOD CREEK TRAIL FROM PACES MILL NPS TO TERRELL MILL ROAD	Multi-Use Facility	\$6,250,000	Programmed

Transit

Regarding transit services, Cobb County is serviced by Cobb Community Transit (CCT), which is managed by the Cobb County Department of Transportation. Under a turnkey contract with Cobb County, a private contractor currently operates and maintains the fixed-route bus and paratransit service in the County.

Buses operate on major corridors in the County, with several routes accessing the Metropolitan Atlanta Rapid Transit Authority (MARTA) system bus stops and rail stations. Additionally, all buses accommodate wheelchairs, giving CCT the distinction of being one of the few transit systems accessible to the disabled from the time of start-up.

As previously represented on the road network map, there is a Cobb Community Transit (CCT) bus route that serves the Delk Road TOD LCI Study area. Local bus service in the area connects with a variety of retail, commercial, office and educational destinations. The following table shows the route, ridership and schedule information for CCT service in the study area:

CCT Bus Service for the Delk Road Study Area

Route	Average Monthly Ridership	Average Daily Ridership	Service Days
10A – Along Bentley Road from Delk Road to Terrell Mill Rd	2,203	100	Monday – Friday
50 – Along Franklin Road from SR 120 to Delk Road then to Powers Ferry Road	33,035	1,271	Monday - Saturday

In addition to the CCT bus service in the in study area, there is also express bus service to be provided by the Georgia Regional Transportation Authority (GRTA). More specifically, GRTA is currently conducting the Northwest Corridor (I-75/I-575) High-Occupancy Vehicle/Bus Rapid Transit (HOV/BRT) project. The project seeks to improve access to and connectivity between major activity centers including downtown Atlanta, Midtown Atlanta, Cumberland Galleria, Marietta, and Town Center by adding HOV lanes along I-75 from Akers Mill Road through the Busbee Park and Ride lot in Kennesaw and along I-575 from I-75 to Sixes Road and by running Bus Rapid Transit (BRT) service from the Busbee Park and Ride lot to Midtown and Downtown Atlanta.

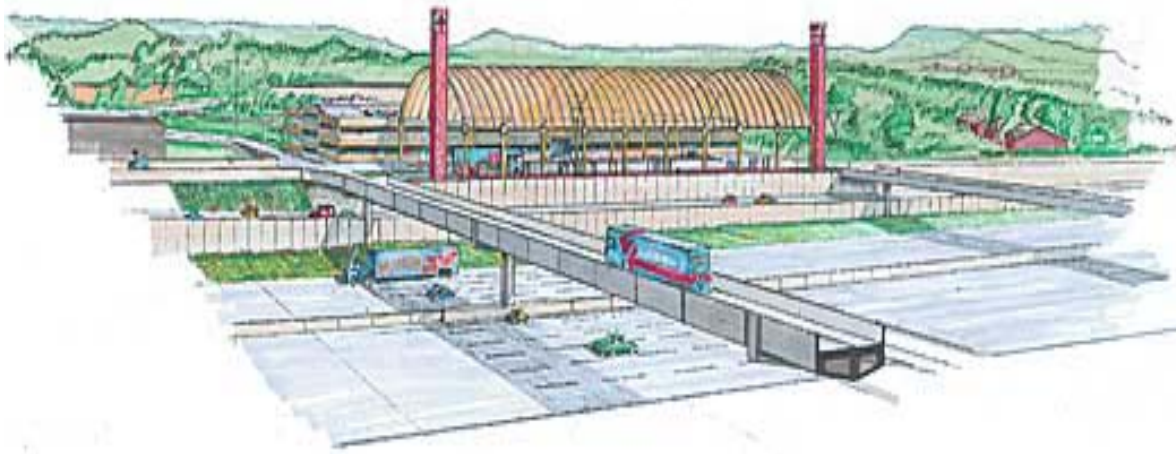
This proposed HOV/BRT project represents a continuation of two previous efforts in the northwest portion of Metropolitan Atlanta led by both GRTA and GDOT: GDOT's I-75/I-75 HOV Lanes Extension Project and GRTA's Northwest Connectivity Study. According to the GRTA website, the station area planning process is designed to involve the community in the development of plans for land use and circulation changes that may be stimulated by the HOV/BRT program. Participants will also have the opportunity to comment on and influence design concepts for the station facilities.

In addition, an advisory steering committee has been organized by GRTA. The steering committee is comprised of staff members from Cobb County, City of Marietta, and the Town Center CID. The committee meets periodically to oversee and coordinate the station area planning efforts.

The stations at the following locations will be the subject of the station area planning program:

- Terrell Mill Road
- Roswell/Gresham Roads
- Allgood Road
- Bells Ferry Road
- Akers Mill Road
- **Delk/Franklin Road**
- Big Shanty Road

The locations of Akers Mill Road, Delk/Franklin Road and Big Shanty Road currently have ongoing area planning efforts as part of the Atlanta Regional Commission's Livable Centers Initiative program and can be seen on their website (www.atlantaregional.com). A rendering of what the proposed Delk Road BRT Station can look like is below:



Delk Road Station Concept

It is anticipated the station area planning process will last about ten months, beginning in the fall of 2004 and concluding in the summer of 2005. After the planning stage, additional follow-up planning and implementation work may be undertaken as the planning and design work on the Northwest Corridor HOV/BRT improvements continue. Additionally, the proposed BRT location for the Delk Road TOD LCI Study serves as the basis for this study effort and is explained in more detail in other sections of this report.

Bicycle/Pedestrian Facilities

As previously mentioned, the study area has poor accessibility for bicycle riders and only limited accessibility for pedestrians. As the road network map indicated, a majority of the LCI study area lacks any contiguous sidewalks and those that exist are substandard or broken. The residential areas in the study area do not have easy pedestrian access to the nearby retail, office and commercial areas. Additionally, pedestrian circulation within the study area lacks the adequate pedestrian signals and push button actuators. Further navigation is difficult since there are few clearly designated crosswalks at some of the most difficult intersections. As in other areas in the region that lack sidewalks, there are certain areas within the study area where worn paths are evident from heavy pedestrian use.

As for bicycle or multi-use facilities, there are none currently in the study area, but there is a multi-use facility planned along Rottenwood Creek in the southern part of the study area as well as a multi-use facility planned from a proposed CCT transfer station at SR 120 to Barclay Circle.

Transportation Demand Management Measures

Currently, there is no special Transportation Demand Management (TDM) program in the LCI Study area to encourage transit ridership. This is something that needs to be analyzed in conjunction with the opening of the BRT station, particularly if the forthcoming transportation recommendations for the LCI study be implemented. TDM measures are used to increase transportation system efficiency, reduce traffic congestion and improve air quality. Some of the TDM measures mentioned later in this report will include working with individual commuters, partnering with TDM organizations and managing projects in order to integrate these strategies into a reality for the implementation of this LCI study.

Another possibility for the city to assess is the establishment of a Transportation Management Association (TMA) similar to those that currently exist at Cumberland/Galleria and Town Center. A TMA's purpose is to establish and implement employee transportation programs for participating businesses in a specified area. TMA's collect funds from businesses within a particular service area and those funds are used to encourage vanpools, carpools, shuttles, transit ridership, ridematching programs and other TDM programs.

Strengths, Weaknesses, Opportunities & Constraints

The Delk Road TOD LCI Study area is also depicted by several strengths, weaknesses, opportunities and threats/constraints in regards to transportation and infrastructure. Some of these are as follows:

Strengths/Opportunities

- Accessibility to I-75 – As stated earlier, I-75 divides the study area and serves as the 'spine' for it. A majority of the traffic that enters or leaves this study area does so via I-75. Additionally, there are a number of regional transportation facilities that serve the study area and make it very accessible. This is a 'plus' for the proposed BRT station due to the proposed HOV lanes on I-75 and the close proximity to the interstate.
- Existing bus service in area – As stated in the transit section, the study area does have some existing bus service from CCT. There are two routes (10A & 50) that serve the study area. The existing service along with the potential for expansion as well as the proposed BRT station makes transit availability in the study area readily abundant.
- Some sidewalks in project area – The study area does have some existing sidewalks for pedestrian use. There are sidewalks along Franklin Road, Powers Ferry Road and some along parts of Delk Road too. Due to the dense land uses and amount of multi-family housing in the study area, it has heavy pedestrian use and the potential for transit oriented development.
- Dense, high volume traffic area (for potential Transit Ridership) – There are several transportation facilities, both state and local, that service the study area. These facilities have additional capacity to serve additional development, particularly transit oriented development. Also, the area serves as both an origin and destination for transportation trips.

- Major improvements in the study area have been included in the region's long range plans – As the RTP & TIP tables show, there are several planned transportation improvements for facilities in the study area. Some of these include CCT bus service projects, regional ATMS and ITS projects, non-SOV projects such as sidewalks and multi-use facilities, and of course the proposed BRT Station.
- Additional funding could be used to further the design of needed improvements in the study area – A major opportunity exists for the City of Marietta to obtain implementation funds along with supplemental LCI funding to further enhance and redevelop the area. The proposed BRT station can also aid in obtaining additional transit-related funding from the federal & state government.

Weaknesses/Constraints

- Congested intersections – During both on-site visits and meetings with the public, issues of congested and unsafe intersections were evident. While out in the study area conducting on-site visits, there were instances of congestion and/or delay due to issues like signal timing, storage lane length and sub-standard crosswalks. Also, citizens indicated during the many public meetings that they experienced difficulty when trying to safely navigate intersections due to inadequate crosswalks, wide travel lanes, pedestrian signals and other issues, particularly at peak travel hours.
- No east-west connectivity (due to I-75) – A major constraint to the study area is the lack of connectivity due to I-75 dividing the area. Currently, there are only two crossings over the interstate in the study area, SR 120 and Delk Road. These two facilities are important to the east-west connectivity of the entire county, much less the study area, but do not allow for accessibility to the proposed BRT station site. As mentioned in the transit section, there are plans for a potential bridge over I-75 by GRTA that could have sidewalks as well.
- Lack of 'access management' plan - Another weakness for the study area is the need for access management along some of the corridors, particularly Franklin Road. Access management is the planning and designing of strategies that control the flow of traffic between the road and adjacent land uses. While conducting an on-site visit in the study area, it was evident that there was a need to improve the safety conditions along the roadways and to provide the property owners with safe access to roadways. An access management plan can achieve that as well as promote desirable land uses and assist in reducing the aforementioned congestion and delays.
- No contiguous sidewalk network – As mentioned earlier, there are some existing sidewalks in the study area but they are not contiguous in all areas and some are substandard. Also, many don't have the adequate ADA compliant standards. There are 'cow paths' along certain roadways that show evidence of heavy pedestrian use but have no sidewalks.
- Potential for pedestrian-vehicle conflicts (Not pedestrian friendly) – As earlier stated, the citizens in the study area clearly indicated the need to reduce the potential for pedestrian-vehicle conflicts. They were concerned with some of the wide

intersections they had to walk across and the lack of concern for pedestrians. Also, this was an issue that clearly evident during site visits to the study area.

- Inadequate Pedestrian Signals (Locations) – The study area does have some existing pedestrian signals, but many are not in the correct locations or don't facilitate the most direct accessibility. Also, there are intersections that don't have pedestrian signals of push button actuators but have high pedestrian use.
- Lack of streetscape enhancements – In order to adequately support a TOD facility, the study area needs streetscape improvements such as benches, street furniture and shelters. Also, streetscape enhancements such as clearly defined crosswalks, signage, street trees and pedestrian lighting will serve as traffic calming measures for both pedestrians and bicyclists.
- No bicycle accessibility – There are no existing bicycle lanes, paths or trails in the study area. These enhancements will benefit multi-modal accessibility of the study area and benefit some of the existing congestion.

Final Recommendations

The final study area recommendations for transportation & infrastructure are broken down by three categories: program recommendations, policy recommendations and project recommendations.

Program Recommendations – These include programs such as traffic safety programs, traffic calming programs and programs to maintain/preserve existing infrastructure in the study area. These programs could also include coordination with community and neighborhood groups in areas such as data collection, education programs and public/private funding strategies. For instance, the city could institute programs to facilitate the following:

- Ensure transportation projects are safe, efficient and accessible
- Safety programs for traffic calming measures
- Improve street connectivity between neighborhoods, when feasible
- Establish funding for in-house labor & materials for minor improvements
- A standard for amenities such as streetlights, street furniture and pedestrian lights
- Coordinate with other local providers to implement a TDM program
- Establish a method for future R.O.W. reservation and dedication
- Encourage lighting, pedestrian signals and other pedestrian-friendly enhancements when possible
- Assess other alternatives to solving improving roadways

Policy Recommendations - This can include policies and standards by the city to ensure that there are no adverse impacts of transportation decisions in the study area as well as having adequate public involvement and coordination with regional providers for transportation projects. For instance, the city could develop policies and standards to ensure:

- Coordination with CCT, GRTA, ARC, etc. for consistency in BRT station route information and expansion
- Connectivity of the BRT station to other regional providers (Cobb County, GDOT, ARC) via existing or planned facilities
- Development of a street system concept that facilitates multi-modal transportation alternatives
- Establish a Multi-Modal System Based on the ARC's RTP/RDP Goals & Objectives
- Establishment of policies and standards based on goals & objectives developed in a public involvement process
- Relating the goals and objectives of the LCI study with the appropriate projects and available resources
- Transportation improvements/enhancements are compatible with existing community character
- Leveraging of state and federal funds for multi-modal projects
- A balanced and sustainable investment in all transportation modes

Key pedestrian Policies include:

- Ensuring that sidewalks are provided around the BRT Station when it is developed, sometime around 2012.
- Adopting the GDOT Pedestrian and Streetscape Guide, 2003 as a guide for pedestrian facilities including intersection crossings, refuge islands and medians, mid-block crossings, sidewalks, street trees and multiuse greenway trails.
- Amending County and City code so that, as redevelopment occurs, public sidewalks are augmented with wider sidewalks located on private property. This is similar to the approach taken in Midtown and Downtown Atlanta, where private developers are required to expand the sidewalks adjacent to their property when they build a new building.

Project Recommendations – For this study area, this can include projects and improvements such as streetscape enhancements, sidewalks, traffic safety improvements and parking studies/improvements, where feasible. The following is a list of broad project and transportation improvements that can be implemented in the study area.

- Develop a pedestrian-friendly street system with connectivity to surrounding amenities
- Develop a contiguous sidewalk network with ADA compliance
- Encourage traffic calming methods to reduce the potential for pedestrian-vehicle conflicts
- Develop plans for bicycle accessibility in the area
- Where appropriate, implement narrow travel lanes for safe pedestrian crossing
- Institute an access management plan
- Maximize interparcel access where appropriate

As for specific project recommendations and improvements in the Delk Road TOD LCI Study area, the following pages will provide information on the project team's suggestions for three components: pedestrian, bicycle and vehicle. Also, the graphics and photos will provide information on the specific locations of projects and improvements that came from numerous site visits to the study area as well as from recommendations from citizens. Lastly, the project team has come up with detailed considerations for both Franklin Road and the BRT station access road.

Pedestrian Component

The Concept Plan improves pedestrian systems by expanding facilities and building new ones. In addition, its focus on creating pedestrian-oriented buildings promotes walking by making it safer and more pleasant. The Plan calls for sidewalks to be built within the County or City right-of-way in the short term. These sidewalks should be paid for by public funds, and, unless indicated, should have a minimum total width of six feet, including a minimum one foot wide grass Planting Zone adjacent to the curb, and a six foot wide Clear Zone. Unless indicated, sidewalks on existing streets do not include burying utilities.

General Recommendations:

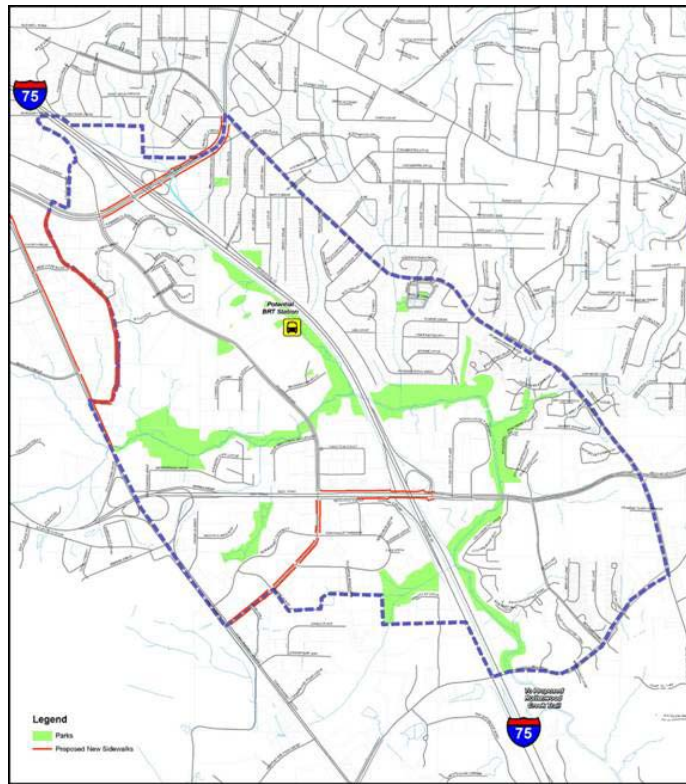
- SR 120 - There are currently some 'piece-meal' sidewalks on SR 120 (South Loop) on the west side of the intersection with Franklin Rd. but none on the east side. In order to support transit oriented development and facilitate safe pedestrian travel, the project team is recommending the installation of approximately 6,800 ft. of sidewalk on SR 120 from Franklin Rd. east to the Powers Ferry Rd intersection.
- Delk Road – There are currently no sidewalks on Delk Rd. west of I-75 except for a 'sliver' on the south side east of Franklin Rd. This is a heavy pedestrian area that also has a CCT bus shelter so a safe measure for pedestrians is needed. The project team is recommending approximately 5,100 ft. of sidewalks to be installed on Delk Rd. between Franklin Rd. and I-75.
- Franklin Road (south) – Franklin Rd. currently has sidewalks on both sides between SR 120 and Delk Road but none south of Delk. This portion of Franklin has numerous retail and commercial uses and has 'dirt paths' that are evident of heavy pedestrian use to access these uses. As a result, the project team is recommending an installation of 6,400 ft. of sidewalk on Franklin Rd. from Delk Rd. to Cobb Pkwy.
- Wylie Road – There are no existing sidewalks on Wylie Road currently. Wylie Rd. extends from Cobb Pkwy. to SR 120, which both have existing sidewalks and are major activity corridors. To facilitate transit oriented development and sidewalk connectivity, the project team is recommending 10,000 ft. of sidewalk along Wylie Road.
- BRT Station Area – There is additionally a proposed access road for the planned BRT Station in the study area. The station is planned to be adjacent to I-75 in a location currently occupied by an apartment complex. There is an access road planned for this site with entering/exiting points on Franklin Road. There is also a concept for

additional residential, office and commercial uses in this area that will have streets and driveways. The project team recommends that both the access road for the BRT station as well as all proposed streets on the site have new sidewalks.

Priority pedestrian projects on existing streets include in the next five years include:

- 3,200 linear feet of new sidewalk along the east side of Franklin Road, south of Delk Road.
- 3,150 linear feet of new sidewalk along the west side of Franklin Road, south of Delk Road.
- 2,230 linear feet of new sidewalk along the north side of Delk Road between Franklin Road and existing sidewalk.
- 1,330 linear feet of new sidewalk along the south side of Delk Road between Franklin Road and existing sidewalks.
- 370 linear feet of new sidewalk and fencing along both sides of Delk Road over I-75.
- 2,300 linear feet of streetscaping along the north side of Delk Road between Franklin Road and existing sidewalks; streetscaping includes sidewalks, trees located behind new sidewalks, at least eight feet from the travel lane, and crosswalks.
- 1,330 linear feet of streetscaping along the south side of Delk Road between Franklin Road and existing sidewalks; streetscaping includes sidewalks, trees located behind new sidewalks, at least eight feet from the travel lane, and crosswalks.
- 1,000 linear feet of streetscaping along the east side of Cobb Parkway between Wylie Road and Rottenwood Creek; streetscaping includes sidewalks, trees located behind new sidewalks, at least eight feet from the travel lane, and crosswalks.
- 5,000 linear feet of new sidewalk along the both sides of Wylie Road.
- 850 linear feet of new sidewalk along the north side of the South Loop.
- 4,400 linear feet of new sidewalk along the south side of the South Loop.
- 370 linear feet of new sidewalk along both sides of the South Loop I-75 bridge.
- 315 linear feet of new sidewalks and trees the south side of the Meadowbrook Drive/Virginia Place new street.

All planted Street Furniture and Tree Planting zones should include trees spaced an average of 50 feet on-center.



New Streetscapes:

Delk Road – Currently, there are no existing streetscape features and/or elements in the LCI study area. The area is characterized by an image that promotes automobile use only now. Therefore, the project team is recommending streetscape projects to consist of pedestrian amenities, street furniture, street trees and other landscape and hardscape elements. Also, to be consistent with GDOT and other AASHTO standards, the vertical streetscape elements (trees, shrubs, lights) should be located at the back of sidewalks. To best serve the LCI study area, these projects are recommended both Delk Road and Franklin Road by the following:

- Delk Road *14,000 linear feet*
- Franklin Road (south) - *6,400 linear feet*
- Franklin Road (north) - *15,800 linear feet*

Sidewalks with Redevelopment

Planting Zone

There is another aspect of sidewalks and other streetscape elements with respect to both new development and redevelopment. That is the concept of having a planting zone. This is an area along roadways in densely developed areas that have speed limits that are 30 mph or below. This planting zone (as depicted below) is located adjacent to the curb and intended for the placement of trees and street furniture while also serves as a buffer for pedestrians from traffic. Please note that on roadways, particularly state routes, that have speed limits in excess of 35 mph, the street trees must be at least 8 feet from the edge of curb.

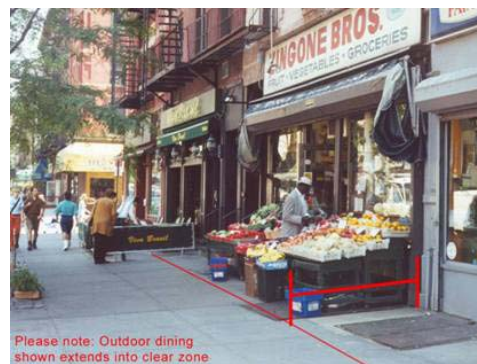


Sidewalk Clear Zones and Supplemental/Browsing Zones

Other ideas or recommendations for sidewalk and streetscape elements are concepts such as the sidewalk clear zone and the supplemental or browsing zone. The sidewalk clear zone is considered as the unobstructed area adjacent to a roadway that has a minimum width of 8 feet (see below).



While the supplemental or browsing zone is considered as the area between a building and the street that is strictly for pedestrian uses, but not vehicular (as shown below).



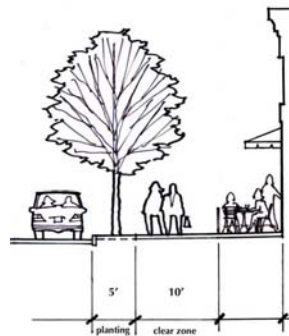
Please note: Outdoor dining shown extends into clear zone

Privately Funded Facilities:

The City of Marietta is looking for additional funding options to implant this LCI study other than the traditional federal or state funding sources. One of these sources is the creation of a Tax Allocation District (TAD) that allows for a municipality to obtain funds through bonds based on future tax allocations in a particular area. This is a tool that has been implanted in other areas in the region to leverage funds for similar improvements without any public subsidy or requirements/criteria for design standards normally associated with transportation improvements (i.e., GDOT standards). If private funds are obtained by the city for this study area, the project team has come up with the following concepts for the following areas:

Town Center/Neighborhood Center

A potential concept for a town center or neighborhood center includes a 5 ft. planting strip and a 10 ft clear zone (see graphic below). This will allow for convenient outdoor dining and on-street parking with accessibility to storefronts. Note, this concept is for locally maintained roads only and not state routes.



Residential

As for residential zoned areas, a potential concept includes a 7 ft. planting strip along with a 5 ft. clear zone (see graphic below). Similar to the above referenced town center concept, this concept allows for convenient access for pedestrians to stoops and porches and is ideal for on-street parking.



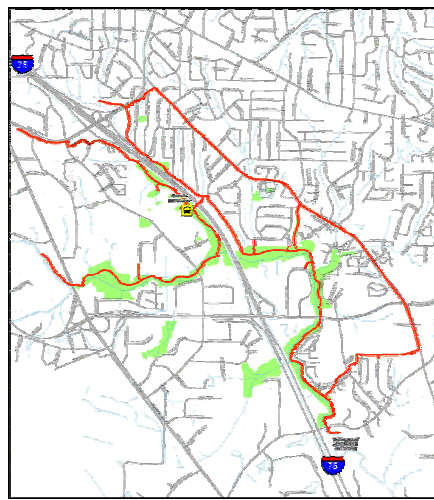
Bicycle Component

The Concept Plan supports the increased use of bicycles as a transportation mode and form of recreation within the Delk and Franklin Roads Study Area. By making bicycling more convenient and safe, automobile use could decrease, resulting in reduced congestion, improved public health, and improved transit ridership as cyclists ride to the future BRT station. The primary mechanism for improving bicycling facility is providing a network of slow-speed, bicycle-friendly streets. Because bicycles can operate in the flow of traffic on streets with speeds under 25 miles per hour, dedicated bicycle lanes are not necessary on most streets in the Study Area.

The Concept Plan also promotes bicycle through the creation of a series of on-street multi-use greenway trails that traverse the Study Area. Unless specified, these trails include bicycle and pedestrian facilities. Proposed facilities include:

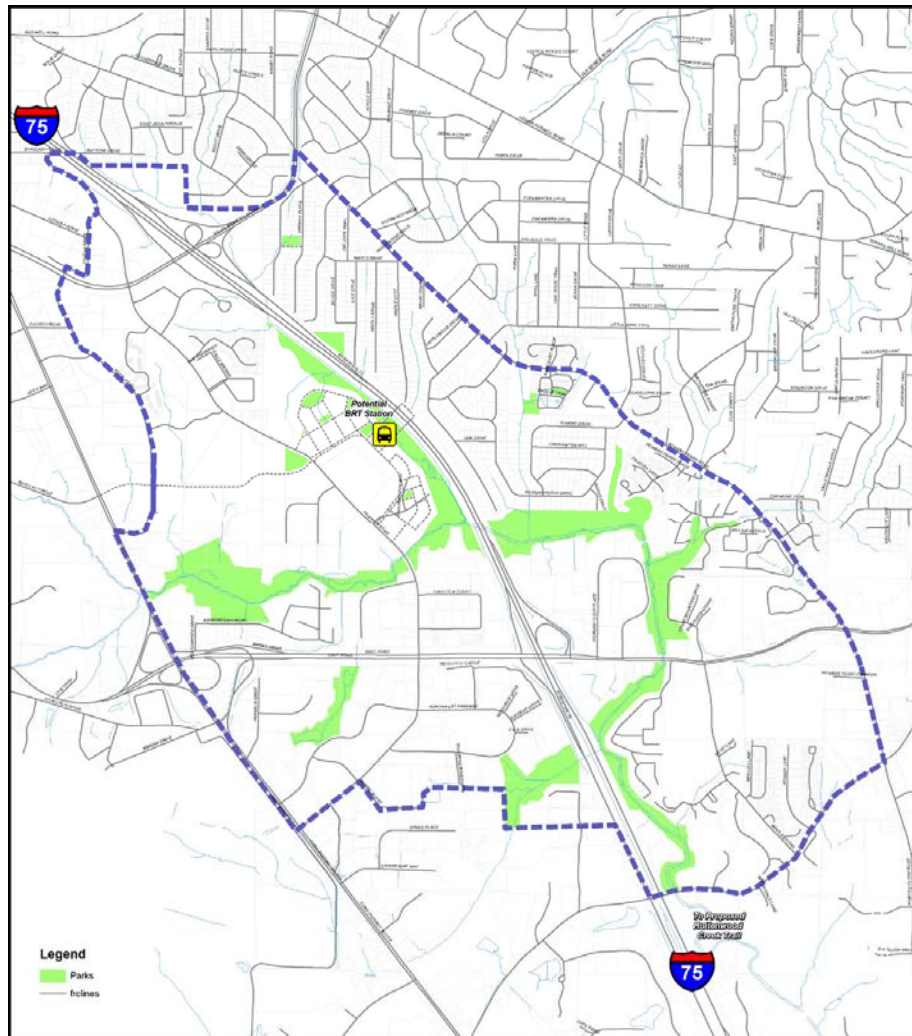
- A 7.0 mile, twelve feet wide greenway trail running from the currently planned Rottenwood Creek trail head at Terrell Mill Road to the planned Barclay Circle trail. Due to the neighborhood nature of this facility, no need for parking or traditional trail heads is envisioned.
- A multi-use trail overpass along the south side of the proposed BRT access bridge.
- A 0.47 mile, on-street bike route along Forest Ridge Drive connecting the floodplain greenway to the future greenway/BRT access bridge. The narrow right-of-way mandates that bicycles must operate in the street with traffic, but the drive's slow speeds and minimal traffic make this a viable option.
- A 0.85 mile, twelve feet wide greenway trail running along the west side of Powers Ferry Road, in place of current sidewalks.

Most of these facilities are envisioned for location near the floodplain, where the County and City are encouraged to work with property owners to obtain access agreements. In addition, the County and City are encouraged to amend zoning to require bicycle parking as part of new development in a ratio of at least one bicycle space per twenty automobile spaces.

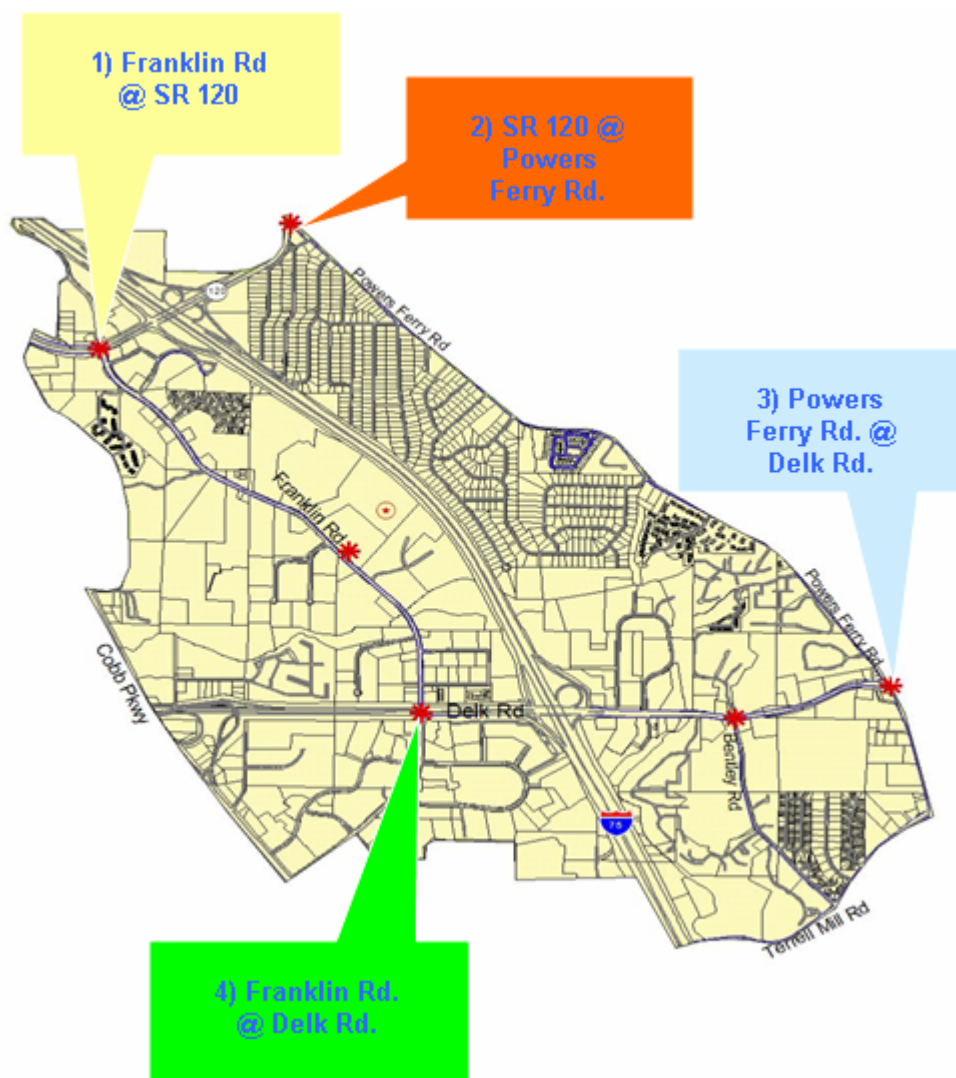


Vehicular Component

In addition to the earlier recommendations for both pedestrian and bicycle components for the study area, the project team also has suggested the city to look at recommendations for vehicles as well. This includes new streets/roadways to be installed at several locations such as the proposed BRT site and a proposed BRT to Cobb Parkway connector. As the graphic below shows, there has to be new streets for the proposed BRT site such as the access road and the streets for the other residential, commercial and office uses. Also, to allow for connectivity for existing development with newly redeveloped areas, the project team has recommended a facility to connect Cobb Parkway to the proposed BRT station area.



As stated earlier, the project team also participated in numerous site visits to the study area and participated in several public meetings where project recommendations from the community were obtained. This allowed for the following recommended improvements in specified locations. First of all, there were several comments and issues regarding needed improvements to crosswalks throughout the study area. Pedestrian safety is a major focus of this study and is critical to multi-modal accessibility. These crosswalks are just some of the recommendations for the intersections depicted in the graphic below. The graphic shows the 4 major intersections identified as ‘needing improvement’ by both the community and the project team. They include Franklin Road at SR 120 (South Loop), SR 120 (South Loop) at Powers Ferry Road, Powers Ferry Road at Delk Road and Delk Road at Franklin Road.



Some of the recommendations include intersection realignments for both the SR 120 @ Franklin Road and the Delk Road @ Franklin Road intersections. These intersections are skewed which makes difficult navigation for vehicles and lack other amenities such as standard crosswalks and pedestrian signals for pedestrians. The Franklin Road @ Delk Road intersection as well as the Franklin Road @ SR 120 intersection also needs upgrades to their pedestrian signals and push button actuators along with standard striping for stop bars and crosswalks. Due to the width of these two intersections, the community has asked for pedestrian refuge islands as well to facilitate safe access. Additionally, all four intersections need better signage for bicyclists and vehicles.

Finally, since the major focus of this effort is to determine if the proposed Bus Rapid Transit (BRT) station can stimulate the revitalization of the area that surrounds the station, the project team came up with special considerations for both Franklin Road and the proposed BRT station access road. These two roadways will be critical to the success of the proposed station and any redevelopment in the entire study area due to Franklin Road being the main North-South facility for the area and the only facility to allow access to the BRT station (other than I-75). The detailed considerations are as follows:

Franklin Road Considerations

In order for Franklin Road to function as efficiently as possible in the future, several factors have to be assessed. First of all, the future capacity analysis for the roadway needs to be analyzed. According to estimates from GRTA, the proposed BRT Station will not occur anytime before 2010, so the project team had to use future data from the Atlanta Regional Commission (ARC). Using data from the ARC's 2030 travel demand model, the project team found out the future daily traffic counts (AADT) for Franklin Road to be 13,140 (no-build scenario) and 8,660 (aspirations based scenario). The reduction in traffic volume is due to the planned HOV lanes on I-75 along with the proposed BRT station. Also, the project team analyzed the future congestion and delay issues along Franklin Road (using the same 2030 model) and found out that the future LOS for the roadway will be B for both no-build and aspiration-based scenarios.

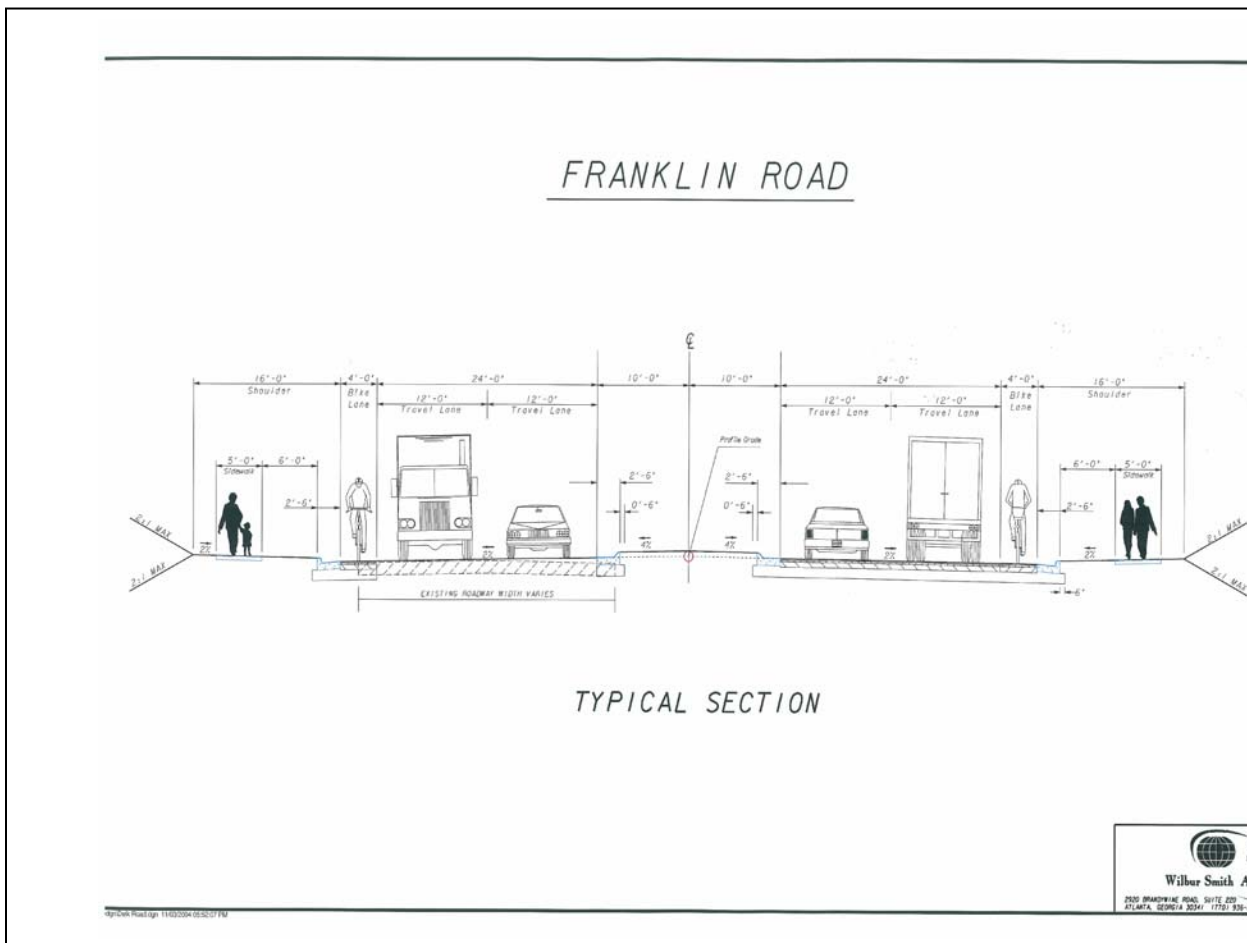
As for future improvements and enhancements for Franklin Road, some include a traffic signal for the entrance for the BRT station access road. There are no existing signals for almost a half mile along Franklin Road between Kingston Court and Brandon Circle and so a new traffic signal is required along with the necessary pedestrian actuators and pedestrian signals.

In addition to the recommended traffic signal improvements for Franklin Road, there are also necessary improvements for Franklin Road for any widening or upgrades that the city may have planned. These include Right of Way (ROW) costs, design factors, utility relocation and installation and of course any required construction.

Due to the nature of the ROW acquisition process, any cost estimates are 'to be determined' at a later time and have to take into consideration who the affected property owners are, where their property is located, when the proposed acquisition will take place and how will it be handled

(i.e., donations/easements). As for the design of any improvements for Franklin, the city will have to apply for funds and go through the standard procurement process and select an eligible bidder. Then any design for the roadway can take anywhere from 2-3 years to complete (pending environmental clearance). The next consideration is the relocation or new installation of any utilities (i.e., utility poles) which can be costly and delay the process. Lastly is the necessary construction process that can cost millions of dollars and still require approximately 2 years to complete.

Below is an example of a standard typical (based on GDOT standards) that can be used for Franklin Road improvements. It is a 4-lane typical section that shows a 20 ft. raised median with 4 12 ft. travel lanes (2 in each direction). Also, it shows 4 ft. bike lanes on both sides of the road with a 6 ft. clear zone for a safety enhancement. The typical also shows that the roadway will be accessible for both buses and cars and have 5 ft. sidewalks on both sides.



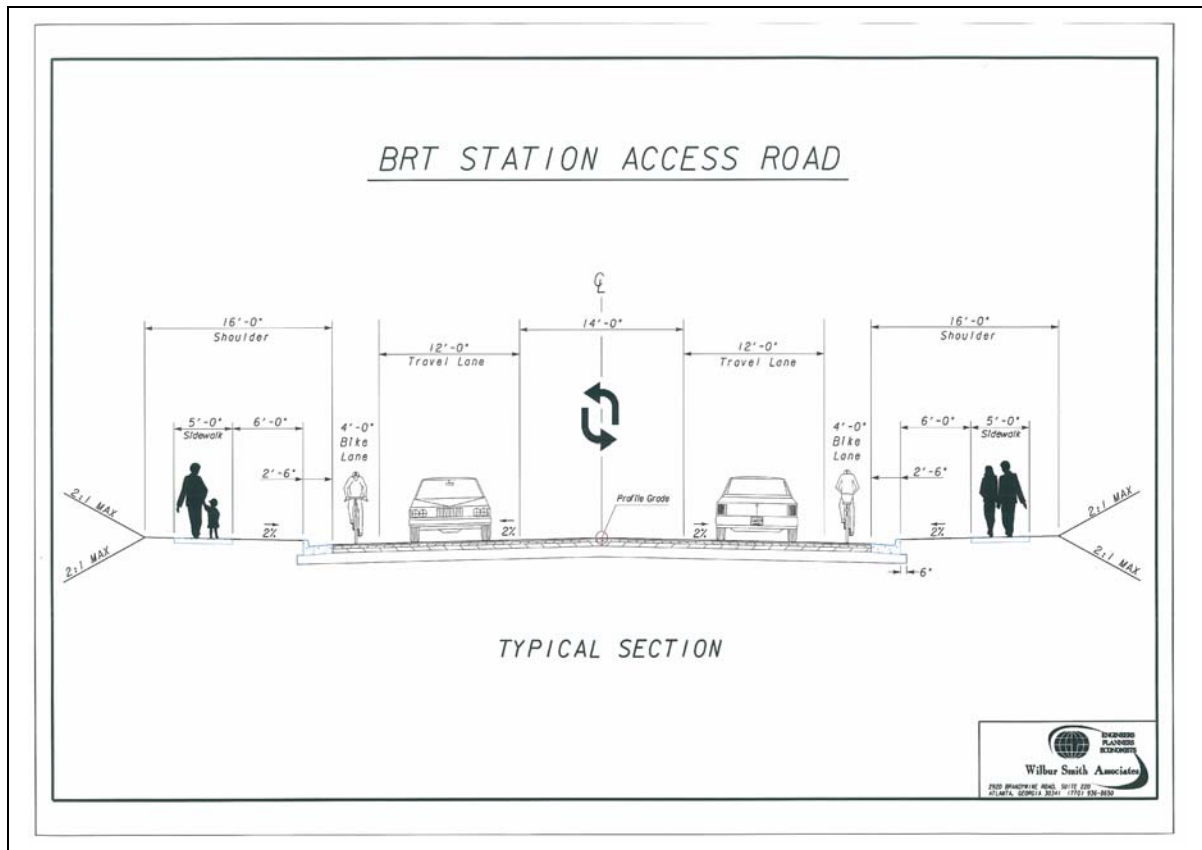
BRT Station Access Road Considerations

Similar to Franklin Road, several factors have to be assessed for the proposed BRT station access road. Whereas Franklin Road is an existing facility with existing infrastructure and utilities, the BRT station access road will be a new facility that has to be planned. First of all, the proposed route for access road has to be surveyed and analyzed for feasibility, which will incur costs to the city. There is no future capacity analysis for this access road cause it is a concept that is contingent upon the BRT station being implemented and is not in the ARC's 2030 travel demand model, so there are no traffic counts or congestion data.

The project team did assess the necessary factors for a new roadway though, using the same elements that were used for Franklin Road: ROW, Design, Utilities and Construction. The ROW estimates will be dependent on future land costs and have to take into consideration how the land will be acquired. The design element for this proposed BRT station access road will still be based on survey and topographic information but only for an 800-1000 ft. long facility. Environmental issues will be critical due to the close proximity of Rottenwood Creek. As for utilities, the city will have to look at the installation of new utilities and other infrastructure for the construction of this new access road that could take approximately 2 years.

Other considerations for the BRT Station include future planning projections for ridership estimates. According to projections by GRTA, the daily station activity (# of transit riders) for the proposed BRT station is estimated to be about 2,346 riders. These riders will of course access the station via express bus from I-75, cars or bus from Franklin Road, or by walking or bicycling from the local area. For those that choose to drive to the proposed site, GRTA has estimated that the estimated parking requirements will be approximately 400 Spaces (for a 4-acre site).

Below is an example of a standard typical (based on GDOT standards) that can be used for the proposed BRT station access road. It is a 3-lane typical section that shows a 14 ft. center turn lane with 2 12 ft. travel lanes (1 in each direction). Also, it shows 4 ft. bike lanes on both sides of the road with a 6 ft. clear zone on both sides of the road for safety enhancements. The typical also shows that the roadway will be accessible for both buses and cars and have 5 ft. sidewalks on both sides.



LAND USE AND ZONING IMPLEMENTATION STRATEGIES

This final section presents strategies for implementing the community design, land use and transportation recommendations described previously in this report. Implementation of the Delk Road LCI Concept Plan triggers revisions to a number of official documents of the City of Marietta and those of Cobb County. The proposed revisions to these documents, the Comprehensive Plan, Future Land Use Map, Zoning Ordinance and Official Zoning Map of the respective jurisdictions, are described in this section. Public input recorded at a series of community forums and strategies responding to that input are also included.

Land use and zoning strategies can represent development incentives as property owners, developers, builders and investors depend on certainty, particularly in the regulatory environment. The development community actually seeks opportunities in jurisdictions which are prepared to accommodate development. As such, accommodation encompasses such public investment as roads and water and sewer infrastructure. However, readiness is also measured in the degree of planning undertaken by the City of Marietta and Cobb County. LCI studies across the region have signaled to developers a level of commitment to those areas. The Delk Road LCI Concept Plan equally signals a public commitment to this area. Adoption of the implementation measures described below represent further public commitment to this unique, redevelopment opportunity, rendered unique by the two interstate interchanges, the proposed Bus Rapid Transit (BRT) Station and a location proximate to explosive growth in Cobb.

Comprehensive Plans

The Comprehensive Plan forms a fundamental policy guide for local governments. This document sets forth community goals, objectives and policies shaping public investment and influencing the arrangement, intensity and distribution of land uses. The Plan communicates future directions of the community to a wide audience. Excerpts from each Plan which lend support for strategies recommended for the LCI study area are presented below.

City of Marietta Plan Policies

The Marietta Comprehensive Plan contains a number of references and policies relevant to the LCI study area. The Plan sets forth a “Vision Statement” that highlights opportunities as well. These policies and statements are reprinted below in *italics*:

“Community participation in beautification initiatives with the City setting the example for the community through maintained, clean and well landscaped rights-of-way, green spaces and other City-owned property.”

This statement supports public investment in urban green space in the Delk Road LCI study area and the emphasis on privately funded greenspace characterizing the proposed Transit Oriented Development (TOD) Overlay District.

This Statement supports not only City investment in public parks and gathering spaces, it also evidences support for dedication of greenspace through the site plan approval process and the proposed Rottenwood Creek Environmental Overlay. The Overlay will mandate preservation and permanent protection of floodplain areas along the Creek as greenspace and a pedestrian and cyclist corridor.

“Tourism initiatives making the city a destination for tourist by encouraging, promoting, and enhancing the historical, cultural, recreational and entertainment assets of Marietta.”

This Vision Statement supports a plan that features cultural and recreational facilities.

“Parks and recreation programs and facilities, both active and passive, which are accessible and enjoyed by all citizens of Marietta.”

Park and recreation facilities are clearly supported and validate a plan encompassing such facilities in the LCI study area.

“Areas expected to lose population over the next twenty years are clustered in the southeast quadrant of the city in census tracts 304.04, 304.05 and 304.06 (all of which are located in the LCI study area). This area, adjacent to Interstate 75, will remain among the most densely populated in the city. Only the density of tract 304.05 will change dramatically (located east of I-75), from 3,151 persons per square mile to 1,870 persons per square mile. . .

“The Franklin Road corridor will remain one of the most densely populated areas even as population in the area decreases.”

This statement is consistent with the LCI Concept Plan proposal for mixed use development incorporating townhouses and condominiums. These home ownership options will help maintain population density and offer a product type not well represented along this corridor.

Natural Resource Policy

“Protect the quality of surface water, and the quality and quantity of ground water supplies to ensure safe drinking water through zoning and development requirements.”

The Environmental Overlay proposed for the entire LCI study area will protect the quality of surface water, ultimately improving water quality of the Chattahoochee River, a regional water supply resource.

“Pass a development ordinance that sets limits of non-permeable surface to a percentage of a property to be developed.”

The proposed TOD Overlay reinforces the limits on impervious surfaces enforced through lot coverage ratios. The Overlay also introduces incentives fostering use of pervious pavements on new construction.

“Revise the Zoning Ordinance and development regulations to provide for open space and conservation areas. Possible development techniques include: Density bonus; planned unit developments; transfer of development rights; and conservation easements.”

The mandated preservation of the Rottenwood Creek floodplain, perhaps, recorded as conservation easements, represents a development regulation advancing open space and conservation areas. The proposed Overlay will facilitate extension of the “Kennesaw Mountain to Chattahoochee River Trail” to yield an open space asset.

“Make provisions for sewer lines in developments that either have sewer available or will be serviced by sewer within five years, and for sewer easements in developments where sewer is projected to be more than five years away. Developers who utilize existing site infrastructure shall not be charged impact fees when they develop the site.”

This Policy could serve as a development incentive for infill within the TOD Overlay as developers of new projects utilizing existing infrastructure could be exempt from impact fees.

“Evaluate and update the existing development regulations to allow alternative land uses in an effort to reduce total trips and trip lengths.”

The TOD Overlay fosters mixed use, enabling dwellings to be established in proximity to services and employment centers. Considered with the enhanced use of bus transit made possible by establishment of high density housing within walking distance of public transit, the BRT Station, total vehicle trips in this vicinity could be reduced.

“Occupants for public housing often face long waiting list due to a shortage of units. . . One-bedroom apartments, particularly for elderly persons, are in especially short supply. National and local trends toward smaller household sizes may be met in part by conversion of larger units, but without additional construction, demand will continue to outstrip supply. . . There is currently a five-year waiting list for public housing for the elderly and a three-year waiting list for Section 8 in Marietta.”

Such information argues for inclusion of affordable housing in City-leveraged redevelopment projects. Senior housing, in particular, lends itself to inclusion in mixed use, high density developments as services are conveniently available to such populations. Proximity to the BRT Station is also appealing to transit dependent populations.

“Develop diverse housing alternatives. . . Provide for in the Marietta Zoning Ordinance: Mixed-use developments in regional activity centers to provide opportunities for integration of home and workplaces.”

The TOD Overlay is proposed for an area located within a Regional Activity Center designation on the Future Land Use Map. The mixed use character of the TOD would advance this Policy.

“Develop and adopt flexible development standards and procedures that are responsive to market demands.”

The TOD Overlay provides for flexible development standards as proposed in developer generated site plans within broad parameters.

“Expand and preserve affordable housing. . . Provide services and conveniences needed by the elderly.”

Mixed use environments fostered by the TOD Overlay are ideal locations for affordable housing and meeting the needs of the elderly. Housing, consumer services, health care and public transit can all be conveniently accessed within the geography of the TOD Overlay, anchored by the BRT Station.

“The reuse of near vacant shopping centers and the strength of small business as job generators should be encouraged as segments of a balanced economic plan.”

Development opportunities fostered by adoption of the TOD Overlay, which will raise the bar on new development, is expected to spur redevelopment of vacant and underutilized shopping centers. Developers depend on certainty, and such provisions as architectural design and materials standards of the Overlay will signal a high standard of development protective of new investment.

“Parking areas should be treated with decorative elements, building wall extensions, plantings, berms or other innovative means so as to screen parking areas.”

The TOD Overlay requires that deck parking structures be disguised through the use of appropriate architectural materials for exterior finishes and facades. In addition, the frontage of the first floor of parking structures is to be reserved for commercial use in certain instances. Landscaped buffers are also enforced along the right-of-way and a screening fence or wall must be installed when commercial parking will abut a residential use.

“Encourage land use patterns which incorporate safe and efficient traffic design, including inter-parcel access.”

The TOD Overlay enforces interparcel access, including “pedestrian,” interparcel access.

“Encourage nodal development at appropriate major intersections and discourage land use changes that lead to a “strip” development pattern with multiple curb cuts.”

The TOD Overlay encourages consolidation of curb cuts during new construction and reconstruction.

“Ensure that nonresidential sites have adequate buffering, parking, and open space.”

The TOD Overlay enforces buffering of residential uses and preservation of open space. The Rottenwood Creek Environmental Overlay mandates protection of greenspace within the Rottenwood Creek floodplain.

Cobb County Plan Policies

Cobb County has adopted an Economic Development incentives Ordinance to “*encourage different types of nonresidential development including high tech Manufacturing, distribution and office uses. There is also an emphasis of redeveloping certain commercial properties.*” The Comprehensive Plan highlights the “*inherent advantage of existing infrastructure characterizing redevelopment sites.*” The Plan targets nine corridors. Inclusion of Franklin Road as one of these corridors could facilitate implementation of the Delk Road LCI Concept Plan. The Cobb Comprehensive Plan also acknowledges “*potential for infill development within the blighted or transitional area of the county.*” Franklin Road and portions of Delk Road represent such potential. Finally, the Plan promotes infill development as “*good environmental planning practice*” favoring reuse of “*existing buildings and properties that have been disturbed recently versus vegetated areas that have not experienced activity in 50 or more years.*”

The Cobb Plan adopts Land Use Goals and Policy Objectives, a number of which support the LCI Concept Plan:

- Encourage reuse and revitalization of obsolete commercial and industrial facilities.
- Encourage flexible site design to accommodate site-specific conditions.
- Evaluate and refine current economic incentive policy to enhance the development of targeted corridors.
- Develop a strategy for preserving the beauty and integrity of natural features such as trees, slopes, streams and lakes.

The proposed Transit Oriented Development Overlay fosters “flexible site design.” The LCI Concept Plan encourages “reuse and revitalization of obsolete commercial facilities” and an economic development strategy advanced in the Concept Plan would refine current economic policy by introducing a Tax Allocation District for the purpose of funding essential public improvements. A proposed “Rottenwood Creek Environmental Overlay” will preserve “the

beauty and integrity of natural features.” These components of the Delk Road LCI Concept Plan will implement Cobb County’s Land Use Goals and Policy Objectives.

Proposed Comprehensive Plan Updates

An inherent recommendation of the Delk Road LCI Concept Plan is that the Plan document, including recommendations presented graphically in the Concept Plan, be adopted as amendments to the respective comprehensive plans of the City of Marietta and Cobb County. This process is consider a Comprehensive Plan Update and will require public hearings prior to submittal of the Update to Atlanta Regional Commission and the Georgia Department of Community Affairs. Introductory text may be used to reference the Delk Road LCI Study and Concept Plan which may be incorporated as an appendix to the comprehensive plans. The public policies, transportation improvements and land use designations of the LCI Study and Concept Plan will apply only to the geography depicted on the LCI Concept Plan. Any public project proposed in the Study or on the Concept Plan should also be identified in the respective Short Term Work Programs. Such Comprehensive Plan Updates will render the Delk Road LCI Study and Concept Plan official public policy, legitimate as a guide for land use and zoning decisions, for public infrastructure investments and, importantly, for such economic development programs as establishment of a Tax Allocation District.

Future Land Use Map Amendments

The Future Land Use Map is a graphic representation of public policy concerning land use. As such, this document may be the clearest indication of future direction to the development community, including local businesses and property owners as well as future investors and developers. Important revisions to the Marietta and Cobb Future Land Use Maps are recommended below to implement the Delk Road LCI Concept Plan, to achieve community objectives, to protect existing uses and to foster renewal of the LCI study area.

Generally, the Delk Road LCI Concept Plan is proposed as the new “future land use map” for the portions of Marietta and Cobb County encompassed by the Concept Plan boundaries. These land use designations are predicated on economic, housing, transportation and land use analyses. As with the Comprehensive Plans of each jurisdiction, formal adoption of the Plan as an amendment to the respective Future Land Use Maps is essential to rendering the Delk Road LCI Concept Plan a legal, defensive Plan and public policy document.

City of Marietta Future Land Use Map Amendments

A limited number of amendments should be made to the Marietta Future Land Use Map. The first of these concerns high quality office uses established on Franklin Road, south of Delk Road. The Future Land Use Map along Franklin is a broad brush of “Industrial Compatible” land use designations. This grouping of properties, and other adjoining properties, as appropriate, should be re-designated as “Community Activity Center.” This designation is compatible with the low

intensity office development, but does not support more intense industrial activities of the Industrial Compatible designation.

The second map amendment involves properties along South Marietta Parkway, west of Franklin Road to Wylie Road. These properties form an intensely developed node and should transition from “Community Activity Center” to “Regional Activity Center” to match the other quadrants of this intersection near I-75.

A third map amendment concerns residential properties in the southeast quadrant of South Marietta Parkway and I-75. The Marietta Future Land Use Map designates properties on Meadowbrook Drive as “Regional Activity Center,” and three isolated residential lots on Virginia Place as “Community Activity Center.” These lots are developed in stable, single family detached use and should be re-designated as “Medium Density Residential.” This amendment will protect the neighborhood from commercial encroachment and better define the limits of the Regional Activity Center uses being driven by the proximity of the land to the interstate.

A tract located in LL 725 and 788 in the County is designated on the Marietta Future Land Use Map as “High Density Residential,” but adjoins a low density subdivision which provides the sole access to the tract. Consideration should be given to re-designating the tract as “Low Density Residential” to protect existing residential development.

A final revision to the Marietta Future Land Use Map concerns Rottenwood Creek. While the Future Land Use Map does not designate the Rottenwood Creek floodplain as open space, the LCI Concept Plan clearly acknowledges this resource. Such acknowledgment is vital to protecting this resource through adoption of the proposed Rottenwood Creek Environmental Overlay. Such adoption represents a fundamental, though defensible, conveyance of development rights and must be rooted in adopted public policy such as that to be indicated on the Marietta Future Land Use Map.

Cobb County Future Land Use Map Amendments

The Cobb County Future Land Use Map appropriately designates most properties within the LCI Concept Plan boundary. For example, much of the land between Delk Road and South Marietta Parkway, east of I-75, is developed in half acre-lot subdivisions and is appropriately designated as “Low Density Residential” at 1-3 units per acre. A second example may be found along Powers Ferry Road at Delk is appropriately designated as Regional Activity Center. Projected mixed use development within “Neighborhood Centers” identified on the Concept Plan is compatible with this designation.

A tract located in LL 725 and 788 and north of Rottenwood Creek may not be appropriately designated on the Cobb Future Land Use Map. The tract abuts low density, single family development in LL 724 and 789 and is designated “High Density Residential.” This designation

provides no transition in land use intensity between high density residential and the low density development. The designation is inconsistent with adopted Cobb County Comprehensive Plan Land Use Goals and Policy Objectives which state *“Provide transitions in scale and/or land use between high and low intensity land uses.”* In addition to this inconsistency, access to the “high density” property is available only through a single family subdivision. The tract should be re-designated as “Low Density Residential.” The Cobb County zoning designation for the tract is R-15, Single Family Residential, a low density classification.

Like the Marietta Future Land Use Map, the Cobb Future Land Use Map does not designate Rottenwood Creek floodplain as open space. The LCI Concept Plan acknowledges this resource, and identification of the floodplain on the Cobb Future Land Use Map will protect this resource and justify adoption of the proposed Rottenwood Creek Environmental Overlay.

City of Marietta Zoning Ordinance Amendments

Amendments to the text of the Marietta Zoning Ordinance center on the proposed Transit Oriented Development Overlay. The TOD Overlay would supplement the established “underlying” zoning with use, architectural and site development standards designed to foster an upscale, walkable mixed used environment. The majority of property owners would benefit by expanded development rights, although certain nonconforming uses and structures will be created by adoption of the Overlay. Reinvestment and modernization of dilapidated properties in particular depends on assurances that individual property owner investments will be matched by quality construction on nearby properties. Development facilitated by the Overlay will complement public investment in the BRT Station and associated public improvements. Standards of the Overlay are designed to offer incentives to redevelopment and to provide such assurances to investors. The TOD Overlay is presented as Appendix B.

The TOD Overlay can serve to prohibit certain uses permitted in Marietta zoning districts found in the geography encompassed by the Overlay. The following uses would be prohibited in the specified, underlying zoning districts:

The Marietta CRC, Community Retail Commercial District permits uses that should be prohibited within the Overlay geography:

- Amusement centers and arcades, including billiards and pool halls
- Automobile, trailer and boat sales
- Automotive repair shops, including paint and body
- Car maintenance facilities such as brake repair, installation of tires, tune-up shops, oil change services and emission stations

The Marietta OI, Office Institutional district also permits uses that should be prohibited within the Overlay geography:

- Halfway houses
- Shelters for the homeless

The Marietta LI, Light Industrial district permits a broad range of uses that may be incompatible with redevelopment within the area encompassed within the TOD Overlay, including the following:

- Dry cleaning plants
- Light manufacturing establishments
- Truck terminals
- Heavy repair services
- Automobile, trailer and boat sales/service
- Light assembly and fabrication
- Automotive repair shops, including paint and body
- Drive-in movie theater
- Animal hospitals, kennels and veterinary clinics
- Industrial/warehouse parks
- Automobile storage yard and/or wrecker service
- Adult entertainment (Special Use, subject to City Council approval)

Rottenwood Creek Environmental Overlay

A “Rottenwood Creek Environmental Overlay” is also proposed as an amendment to the Marietta Zoning Ordinance. The proposed Environmental Overlay is presented below:

Purpose. The Rottenwood Creek Environmental Overlay is established to protect public and private investment in property along Rottenwood Creek by reducing flooding potential, to protect downstream water quality, to enhance animal habitats, to preserve greenspace and for other public purposes.

Applicability. All properties within the geography of the Delk Road LCI Concept Plan shall be subject to the provisions of the Rottenwood Creek Environmental Overlay. Any property containing portions of the floodplain of Rottenwood Creek, as certified on a property survey, shall be subject to the provisions of this Overlay. Rezoning, platting or site plan approval concerning any proposed development shall trigger compliance with the Overlay. Property or portions of property demarcated as lying within the floodplain shall be permanently protected via deed restriction, conservation easement or other recordable instrument acceptable to the City of Marietta/Cobb County Attorney. Such recorded instrument shall permanently protect the property, prohibiting land disturbance or construction of impervious surface other than trails or passive recreational facilities. In the case of a property rezoning, such protection shall be incorporated as a condition of zoning. Any re-platting of property containing portions of the Rottenwood Creek floodplain shall record a final plat that identifies such floodplain and

acknowledges permanent protection of the floodplain on the final plat. Site plans concerning property containing portions of the Rottenwood Creek floodplain shall only be approved conditional to permanent protection of such floodplain. No development permit or building permit shall be issued prior to recordation of a deed restriction, conservation easement or other recordable instrument acceptable to the City of Marietta/Cobb County Attorney providing for the permanent protection of such floodplain areas.

Property so reserved and protected shall be eligible for crediting toward any greenspace reservation or buffering mandated for the property.

Cobb County Zoning Ordinance Amendments

The “Rottenwood Creek Environmental Overlay” described above is proposed as an amendment to the Cobb County Zoning Ordinance. As depicted on the LCI Concept Plan, portions of the Creek fall within unincorporated Cobb. Protections afforded by the Rottenwood Creek Environmental Overlay will enhance the natural environment as well as facilitate storm water management.

With the exception of the Environmental Overlay, no wholesale revisions to the Cobb Ordinance are proposed, rather a number of modifications to the list of permitted uses is recommended. Of the zoning districts found in the Delk Road LCI Concept Plan boundaries, Cobb’s GC, general commercial district may have the greatest potential for adversely impacting surrounding uses, particularly residential uses. Development standards of even this district tend to be protective of surrounding neighborhoods: *“Unless otherwise noted within this district's requirements, any property within a GC district which abuts residentially zoned property shall have a 40-foot landscaped screening buffer adjacent to all residentially zoned property.”* Also significant is Board policy on establishment of such districts, as the Ordinance states *“The Board of Commissioners specifically notes that it discourages locating GC districts and developments adjacent to single-family residential districts, unless in a planned mixed use project.”*

Importantly, the Cobb GC, general commercial district contains a provision that renders the below listed uses which may have adverse impacts “Special exception uses for regional activity centers, only.” This diminishes the scope of approval of such uses as the occurrence of the “Regional Activity Center” land use designation is limited within the LCI Concept Plan boundary. The Cobb County Commission has the authority to consider the impact of such uses on the Delk Road LCI Concept Plan.

- Adult entertainment establishments
- Automobile storage yards and wrecker services for damaged or confiscated vehicles
- Automobile and truck sales and service facilities (used or pre-owned separate from a new car dealership)
- Drive-in theaters

- Hotel, suite. (Defined as any hotel in which more than 35 percent of the units include kitchenettes or kitchen facilities, this use is subject to a wealth of architectural, operational and occupancy controls, including a prohibition on conversion to apartments or condominiums)

The following additional GC district uses should be considered for approval only as Special Exception Uses for Regional Activity Centers, only:

- Automotive paint and body repair shops
- Billiards and pool halls
- Boat sales and service establishments
- Pawnshops
- Homeless shelters
- Tire retreading and recapping facilities
- Crematories, human or animal

The GC District also provides for conformance of future development to the Cobb County Future Land Use Map: *“Should any undeveloped property zoned GC outside a community activity center or regional activity center fail to commence development by January 17, 1996, the owner of such property shall be required to bring the property back in for rezoning consistent with the comprehensive plan prior to any development.”* This provision will prevent establishment of intense commercial uses on property planned for less intense use, such as residential areas, and will also protect neighborhoods within the LCI Concept Plan boundary.

Similarly, the County’s RRC, Regional Retail Commercial District contains provisions designed to mitigate the impact of commercial development on neighborhoods. According to the Ordinance, *“. . .any property within an RRC district which abuts a residentially zoned property shall have a 50-foot landscaped screening buffer adjacent to all residentially zoned property.”* The Board of Commissioners also discourages establishment of RRC Districts adjacent to single family districts.

The RRC District also contains innovative standards that minimize adverse impacts of new development, such as, interparcel access requirements for commercial developments of 500,000 square feet or greater and consolidation of curb cuts in certain instances. Impacts on surrounding neighborhoods and the school system are diminished by effective controls on suite hotels: *“No facility under this section is to be converted or used primarily as an apartment or condominium.”*

As with the GC District, certain uses should be removed from the list of uses permitted within the RRC District, or subject to approval as Exception Uses for Regional Activity Centers, only:

- Automotive paint and body repair shops
- Billiards and pool halls
- Boat sales and service establishments

- Homeless Shelters
- Tire retreading and recapping facilities
- Wholesale trade and distribution facilities

As a general note, Cobb County may wish to consider adoption of architectural standards which, with the exception of regulation of hotels and accessory buildings, are not set forth in the Ordinance.

City of Marietta Official Zoning Map

The central zoning recommendation of the Delk Road LCI Study and Concept Plan is adoption of the Transit Oriented Development (TOD) Overlay. The boundaries of the Overlay are defined above in the Ordinance Amendments and while generally focused on the proposed BRT Station, seek to capitalize on the Delk Road and South Marietta Parkway interchanges at I-75 as well. The Overlay accommodates mixed use, expands architectural and site controls, incorporates development incentives and fosters pedestrian travel. Significantly, the Overlay prohibits certain uses deemed to be incompatible with desirable mixed use districts and potential obstacles to redevelopment.

The Rottenwood Creek Environmental Overlay, designated on the as “Floodplain Conservation Area and Greenway Trail” on the Delk Road LCI Concept Plan is also proposed for adoption as an amendment to the Marietta Official Zoning Map. Such adoption is essential to enforcement of the standards of the proposed Environmental Overlay.

Possible Inappropriate Property Zonings

A number of properties within the city limits and the LCI Concept Plan boundary are zoned in classifications considered inconsistent with goals adopted in the Marietta Comprehensive Plan and inherent to the LCI Concept Plan. These are described below:

Commercial Encroachment in Neighborhoods

Perhaps, the most significant zoning incompatibility encompassed within the LCI Concept Plan boundary is found in the northeast portion. Neighborhoods adjoining I-75 and the commercial districts established along South Marietta Parkway may be characterized as stable and comprised of single family detached dwellings. The Marietta Zoning Map indicates encroachment of a CRC, Community Retail Commercial zoning classification into the neighborhood, at times on a lot-by-lot basis adjoining dwellings. The CRC district is intended to “*. . . provide suitable areas for the provision of retail and personal services oriented towards those neighborhoods making up the adjacent community. The regulations which apply within this district are designed to encourage the formation of compatible and economically healthy business and service uses which benefit from close proximity to each other.*” This intent also recognizes a need to protect adjoining residential uses as evidenced by the 100-foot separation stipulated for many permitted uses in the district when adjoining a residential use. However, unlike the NRC, Neighborhood Retail Commercial district which is described as a limited commercial district in which “*The*

scope at which properties are developed within the NRC district should reflect their relatively small market areas. This zoning district may serve as a step down from more intense commercial uses to residential uses,” the CRC may not be suited to locations adjacent to residential uses, particularly single family detached uses. Rezoning of individual lots on Meadowbrook Drive from CRC to either R-3, Detached single-family residential permitting a maximum of three dwelling units per acre or R-4 permitting a maximum of four dwelling units per acre is recommended to protect these stable residential areas. This action will also implement a fundamental goal found in the Housing Element of the Marietta Comprehensive Plan, that is, *“Preserve the integrity of viable established neighborhoods.”*

Light Industrial Zoning of Office Parks

A significant number of properties south of Delk Road, primarily west of Franklin Road are developed as attractive office parks. These properties are designated on the Future Land Use Map and are zoned as LI, Light Industrial District. While these designations have not hampered the success of the office properties, and the operations of industrial properties east of Franklin Road appear to be well maintained, the range of permitted uses available under the LI District is vast. This circumstance is particularly important in areas characterized by blight and disinvestment such as is evident north of Delk Road. Redevelopment could be substantially hampered by introduction of industrial operations adjacent to office uses.

The boundaries of the TOD Overlay do encompass much of the area described above. That Overlay proposes a prohibition on many uses permitted in Marietta’s commercial and industrial zoning districts. However, the LI district supports such uses as automotive repair shops (including paint and body) and automobile storage yard and/or wrecker service, uses clearly detrimental to office uses. Even many legitimate light industrial uses such as truck terminals and heavy repair services could adversely impact office uses. Those properties now zoned LI south of Delk Road that are developed as small office parks should be selectively rezoned to OI, Office Institutional to protect the city’s investment and the investment of adjoining owner’s of office developments.

Tract Adjoining a Low Density Neighborhood

The tract identified above as located in LL 725 and 788, and inappropriately designated on both the Marietta and Cobb Future Land Use Maps as “High Density Residential,” is actually included on Marietta’s Official Zoning Map. The tract is zoned PRD (MF) Planned Residential Development Multifamily. The City should confirm that the tract lies within the corporate limits, and if so, consider a rezoning to an R-4, Detached Single-family Residential zoning district to protect abutting low density residential development. Since access to the tract is available only through a single family subdivision, the adverse impact of high density development could be substantial.

Cobb County Official Zoning Map

UVC Urban Village Commercial District

The most interesting revision to the Zoning Map focuses on the Powers Ferry Road/Delk Road node, specifically those properties south of Delk situated in Land Lot 925. The properties are designated as “Community Activity Center” on the Future Land Use Map as amended through January 20, 2004. The County’s UVC (urban village commercial) zoning district is contained in the Cobb County Zoning Ordinance to accommodate mixed use, urban environments appropriate to such development nodes:

“The UVC district is established to provide locations for planned mixed use development of low intensity, low scale commercial, office and residential uses. . . the Board of Commissioners finds that community activity center and regional activity center are the only categories befitting to house urban-oriented uses and their requirements.”

Pro-active, County initiated rezoning of key parcels at this node should be considered as an opportunity to enhance development rights on these properties and promote redevelopment. The County would enforce any conditions typically applied to such property rezonings during site plan review. However, by initiating the rezoning, the County would be encouraging development by expanding the options for new investment while enabling the owners to forego the expense of a rezoning. The mixed use character of the UVC district implements the Delk Road LCI Concept Plan for this area.

The UVC districts should be considered for each of the “neighborhood centers” proposed on the LCI Concept Plan. These should also be conditioned to a site plan, to be filed with development applications.

Rottenwood Creek Environmental Overlay

The Rottenwood Creek Environmental Overlay, designated on the as “Floodplain Conservation Area and Greenway Trail” on the Delk Road LCI Concept Plan is also proposed for adoption as an amendment to the Cobb County Official Zoning Map. Such adoption is essential to enforcement of the standards of the proposed Environmental Overlay.

Cobb Zoning Largely Appropriate

Remaining locations within the LCI Concept Plan boundaries in Cobb are appropriately zoned as the zoning accurately reflects actual development on the ground. For example, Cobb’s single family neighborhoods east of I-75 are appropriately zoned R-20 and R-15. Each of these are single family residential districts established on 20,000 square foot and 15,000 square foot lots, respectively. Cobb’s single family residential districts are “. . . established to provide locations for single-family residential uses or residentially compatible institutional and recreational uses.” These districts support a narrow range of permitted uses and appropriately allow only single family detached dwellings.

A number of properties are zoned RM-12, also appropriate to established development near Delk Road, east of I-75. The RM-12 district contains a number of provisions intended to protect less

intensive adjacent uses. For example, “. . .any property within an RM-12 district which abuts a more restrictive residentially zoned property shall have a minimum 25-foot landscaped screening buffer adjacent to all residential property.” Parameters controlling the characteristics of the buffer, such as “plantings are to be a mix of evergreen trees and shrubs,” are well-defined. A density of 12 dwelling units per acre is permitted in the RM-12 district, consistent with regional planning policies and appropriate to locations near interstate highways.

Public Input at Community Forums

Public comments concerning the Delk Road LCI study area were recorded at a series of Community Forums. Such input is reported here in *italics*, together with strategies intended to respond to that input.

Comment. “The strong neighborhoods and well-maintained homes that do exist are one of the area’s greatest assets.”

Strategy. Stable neighborhoods east of I-75 should be protected from encroachment through land use designations, and zoning administration should be vigilant in protecting the single family character of these neighborhoods.

Comment. “Blight, vacant homes, vacant businesses are a liability to the area, particularly west of I-75.”

Strategy. Nonconforming uses and structures provisions of the Code should be aggressively enforced to eliminate problem properties.

Comment. “Think of the area as a collection of unique, walkable communities, each connected to the new BRT Station and each other by local transit would be a good approach.”

Strategy. Design standards in an overlay affecting properties within walking distance of the BRT Station should mandate strong pedestrian linkages.

Comment. “There is no connectivity within the area.”

Strategy. Standards should mandate linkage to the public sidewalk and interparcel, pedestrian access to facilitate travel to the Station.

Comment. “Land uses around the station need to include housing types that commuters would actually live in. There should be more professional housing options.”

Strategy. Adoption of higher architectural style and site amenity standards will foster upscale housing development needed to attract professionals.

Comment. “The shopping center formerly known as Miss Kitty’s is a haven for crime and drugs and should be demolished.”

Strategy. The range of permitted uses should be narrowed, eliminating such uses as pawnshops, liquor stores and billiard parlors associated with deleterious effects through adoption of a Franklin-Delk Road TOD Overlay District.

Comment. “Blighted homes are a liability to the area.”

Strategy. Housing code enforcement should be accelerated, particularly given the high rental rates in neighborhoods both east and west of I-75.

Comment. “The apartment complexes should be demolished as many are beyond salvation.”

Strategy. Devise incentives, primarily density and height bonuses, that will encourage private market redevelopment of these sites.

Comment. “There are too many rental properties; more owner-occupied housing is needed.”

Strategy. Mandate an upper limit on rentals through covenants recorded as conditions of zoning for new development. Consider tying such conditions to permits for substantial renovation of townhouse developments. Ensure that appropriate buffers and transition of uses occur at the edges of neighborhoods and commercial districts; permitting of such commercial construction should be tied to installation of buffers.

Comment. “Provide a mix of housing types and prices.”

Strategy. Applicable primarily to redevelopment opportunities on Franklin Road, the “higher architectural style and amenities standard” in tandem with incentives could propel more townhouse development.

Comment. “A greenway system could tie the area together along creek beds and stabilize property values.”

Strategy. Mandate preservation of land along Rottenwood Creek and other floodplain areas in all zoning districts in the study area, to be recorded with the deed; could be accomplished through an “environmental overlay.”

Comment. “Businesses are forced to spend lots of money on security.”

Strategy. Site plan review concerning landscaping and lighting involving public safety officials could introduce CPTED approaches. Site plan review process should be adopted for all construction in the study area.

Summary of Recommended Strategies

The following text summarizes the land use and zoning strategies as well as administrative strategies being recommended to implement the Delk Road LCI Study and Concept Plan:

- Adopt the Delk Road LCI Study and Concept Plan as an update to the City of Marietta and Cobb County Comprehensive Plans; submit Plan Updates to ARC and DCA, include the Study and Concept Plan as an appendix and incorporate any capital projects into the respective Short Term Work Programs.
- As part of the Comprehensive Plan Update, revise the respective Future Land Use Maps, incorporating the Map amendments proposed above.
- Conduct the public hearings normally held for Zoning Ordinance text amendments, including the Transit Oriented Development (TOD) Overlay District and Rottenwood Creek Environmental Overlay, for the purpose adopting the amendments proposed above.
- Conduct the public hearings normally held for property rezonings, that is, Official Zoning Map amendments for the purpose applying the Transit Oriented Development and Rottenwood Creek Environmental Overlays and rezoning properties in Cobb to the Urban Village Commercial District.
- Key Administrative Strategies
- Mount a concerted campaign of code and property maintenance enforcement in the Franklin Road corridor.
- Aggressively apply the nonconforming use provisions of the Marietta Zoning Ordinance by identifying non-conforming uses and monitoring abandonment of such uses for periods exceeding the six-month window as provided in Sec. 706.02 Continuance of nonconforming use in the Marietta Ordinance.

- Introduce a site plan review process, certainly within the TOD Overlay, but perhaps, throughout the study area as well that involves public safety officials. Law enforcement focuses on public safety and may introduce such approaches as Crime Prevention Through Environmental Design (CPTED) which assess site lighting and landscaping, among other factors. Adopted for all construction in the study area, CPTED approaches could reduce crime and enhance personal security.

FINAL RECOMMENDATIONS, ECONOMIC ANALYSIS & SUMMARY

Tax Allocation District

A Tax Allocation District (TAD) can be created for the Study Area or for just these sites. A TAD can be created that allows the City and County to take advantage of the increase in property tax revenue due to implementation of the projects described above. The property tax base would be “frozen” at a specified time and the increase in the tax base as a result of the redevelopment could be used to provide funding in the form of TAD bonds that could be used to pay for improvements to the Study Area, such as:

- Roads
- Sidewalks/Pedestrian bridges
- Greenway
- Parks

The amount of TAD bonds that could be generated for each project was calculated as part of the financial analysis discussed above. The TAD bonds were calculated using two sets of assumptions. The first set of assumptions match those currently be used by City staff to calculate potential TAD bond funding. However, in order to ensure that the recommendations described above can be implemented, the potential bond amounts were recalculated using a second, more conservative, set of assumptions. The table below illustrates the assumptions used under both methods and the bond amounts that could be generated by project.

Item	Current Assumptions	Conservative Assumptions
Debt Coverage Ratio (DCR)	1.25	1.3
Term	20 years	20 years
Interest Rate	6.9%	8.0%
Project 1 Bond Amount	\$12.6M	\$11.1M
Project 3 Bond Amount	\$17.0M	\$15.0M
Project 4/5 Bond Amount	\$19.5M	\$17.2M
Total Potential TAD Funding	\$49.1M	\$43.3M

The funding from the TAD bonds can be used to pay for the recommendations made by the BBPA Team, which can be found in Appendix C. Appendix C provides a table listing all of the recommendations, their associated cost and the portion of the cost expected to borne by the public sector. Again in an effort to demonstrate a worst case scenario to ensure implementation of the recommendations, the costs shown below, inflated to the year they would be expected to be implemented, are the total costs of the recommendations compared against the most conservative estimate of TAD funding.

Appendix C Summary

- Greenway/Bike Paths: \$8.8M
- Roadway Improvements: \$12.1M
- Sidewalks: \$2.1M
- Streetscapes: \$0.2M
- Other Traffic Improvements: \$1.6M
- Parks/Boys & Girls Club: \$1.5M
- TOTAL: \$26.3M

As is shown above, the potential TAD Funding using conservative assumptions is \$43.3M. Therefore, assuming TAD bonds are the only method of funding to pay for the recommendations, assuming that the bonds must be secured at the more conservative terms, and assuming that the City/County would bear 100% of the cost of those recommendations (all very unlikely), the potential funding would still be more than sufficient.

Economic Analysis

An Economic Analysis was performed to compare two alternatives: Status Quo and Implementation of the projects recommended above. This analysis was taken a step further by including a third alternative, which is implementation of the projects recommended in this report, as well as implementation of Project 2, which is currently in the planning process by a private developer. The analysis compared current figures (2004) to projected figures in 25 years (2029). The alternatives compared growth in population, households, non-residential square feet and jobs. Population and job growth for the Status Quo alternative has been calculated based on current trends; population and job growth for the implementation alternatives will be calculated by City staff based on the information provided below. The Economic Analysis is presented in the table below.

STATUS QUO	2004	2029	Note
Population	22,744	32,596	1.45% Annual Growth Rate (Source: Esri Business Information Solutions)
Number of Housing Units	9,648	13,457	1.34% Annual Growth Rate (Source: Esri Business Information Solutions)
Number of Rental Units	7,605	10,608	1.34% Annual Growth Rate (Source: Esri Business Information Solutions)
Number of Owner-occupied units	2,043	2,850	1.34% Annual Growth Rate (Source: Esri Business Information Solutions)
New Non-residential Square Feet	N/A	0	Assumes no additional non-residential square feet constructed
Number of Jobs	10,176	TBD	

IMPLEMENTATION	2004	2029	Note
Population	22,744	TBD	
Number of Housing Units	9,648	15,100	Includes normal growth rate from above adjusted for implementation of Projects 1, 3, 4 and 5
Number of Rental Units	7,605	9,581	Includes normal growth rate from above adjusted for implementation of Projects 1, 3, 4 and 5
Number of Owner-occupied units	2,043	5,520	Includes normal growth rate from above adjusted for implementation of Projects 1, 3, 4 and 5
Non-residential Square Feet	N/A	406,090	Includes additional square feet from Projects 1, 3, 4 and 5
Number of Jobs	10,176	TBD	

IMPLEMENTATION + PROJECT 2	2004	2029	Note
Population	22,744	TBD	
Number of Housing Units	9,648	15,100	Includes normal growth rate from above adjusted for implementation of projects
Number of Rental Units	7,605	9,581	Includes normal growth rate from above adjusted for implementation of projects
Number of Owner-occupied units	2,043	5,520	Includes normal growth rate from above adjusted for implementation of projects
Non-residential Square Feet	N/A	3,916,090	Includes additional square feet from Projects 1, 3, 4 and 5 plus the proposed Project 2 (3.51M sf) currently in the planning process
Number of Jobs	10,176	TBD	

Summary

The public participation process was a success, involving the community, identifying specific problem areas and ideas for improving the study area. The consultant team identified solutions to correct the problems and tested the feasibility of all recommendations. Recommendations for private development are feasible from a market and financial perspective. Recommendations for public improvements are feasible through the creation of a Tax Allocation District with no additional public subsidy or risk.

In order to spur revitalization immediately, it is recommended that building codes be strictly enforced to begin elimination of properties in disrepair. Implementation of the transportation recommendations will help to improve the study area in both the near and long term. Implementation of the projects identified as Town Center and Neighborhood Nodes will spur revitalization THROUGHOUT the Study Area in the long term.